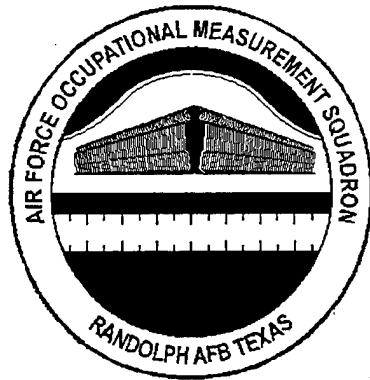


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**UNITED STATES  
AIR FORCE**

***OCCUPATIONAL  
SURVEY REPORT***

HEALTH SERVICE ADMINISTRATORS

AFSC 41AX

OSSN 2268/2252

JULY 1997

DATA QUALITY INPECTED

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**OCCUPATIONAL ANALYSIS PROGRAM  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION and TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150-4449**

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Health Service Administrators, AFSC 41AX. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products upon which this report is based are available for the use of operations and training officials.

The survey instrument was developed by Ms. Lauri Odness, Occupational Analyst, with computer programming support furnished by 1Lt Sheon Mendoza and Ms. Becky Hernandez. Ms. Raquel Soliz provided administrative support. Ms. Odness analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Joseph A. Bergmann, Chief, Management Applications Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the AF Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), Randolph AFB, Texas 78150-4449 (DSN 487-6623).

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## SUMMARY OF RESULTS

1. *Survey Coverage*: The Health Service Administrators utilization field was surveyed to obtain current task data for use in evaluating current training programs. One-hundred percent of eligible specialty members of active duty, Air National Guard (ANG) and Reserve Force (RES) were selected as participants. Results for the active duty segment are based on responses from 650 respondents (59 percent of the total personnel selected). Results for the ANG and RES are based on 219 respondents (30 percent of the total personnel selected). All major commands are satisfactorily represented in the survey sample.
2. *Specialty Jobs*: Seven clusters and 5 independent jobs were identified in the active duty career ladder structure analysis. All clusters involve the day-to-day responsibilities of the specialty in a medical facility setting. The 5 independent jobs were categorized as training, recruiting, Surgeon General (SG) support functions, facility planner and TriCare contract management. The technical jobs are quite distinct in a large facility setting, yet in some of the smaller settings individuals perform more than one technical job. The structure analysis for the ANG/RES identified 4 clusters and 3 independent jobs. Personnel in those clusters and jobs are performing many aeroevacuation and personnel management tasks. The AFMAN 36-2105 *Specialty Descriptions* are complete and generally portray the nature of the job.
3. *Career Ladder Progression*: The differences between the DAFSC 41A1, 41A3, and 41A4 are very slight for the active duty, ANG and RES officers. The staff 41A4 officers are performing tasks in the area of Command and Management. The 41A1 and 41A3 active duty officers are performing more technical tasks related to the functional areas in Medical Treatment Facility (MTF) setting, while the ANG and RES officers performed aeromedical evacuation tasks.
4. *Special Issues*: Write-in comments and background questions identified several areas of concern to personnel in the field: establishment of the Objective Medical Group (OMG) with the duties and responsibilities for the administrator versus the squadron commander not clearly defined; dual-hat positions in the MTFs; and training requirements were reported.
5. *Job Satisfaction*: The job satisfaction measures for the active duty survey sample are generally high. Satisfaction was consistent across all but one of the jobs. TriCare Contract Managers found their jobs dull and expressed a low sense of accomplishment in their jobs. The job satisfaction for the ANG and RES respondents was generally high across all jobs.
6. *Implications*: This survey provides accurate information about the tasks being performed in the Health Services Administrator field for active duty, ANG and RES personnel. Personnel were identified in jobs being performed in one or more of the functional areas of an MTF setting or in one of several unique jobs found outside of an MTF. Special issues and concerns of the field were also addressed.

**OCCUPATIONAL SURVEY REPORT (OSR)  
HEALTH SERVICES ADMINISTRATORS  
(AFSC 41AX)**

**INTRODUCTION**

This is a report of an occupational survey of the active duty, ANG and RES Health Services Administrators utilization field conducted by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. The survey was conducted to obtain job and task data. Data collected through this OSR process will be utilized by training development personnel to review courses and related training documents. An OSR has never before been completed for the 41AX officer field.

**Background**

As described in AFMAN 36-2105, *Specialty Descriptions*, for AFSC 41AX dated 31 October 1995, members: Manage health services activities, including plans and operations, managed care, human resource management, logistics management, patient administration, budgetary and fiscal management, medical manpower, medical facilities management, biometrics, medical recruiting, and aeromedical evacuation. Directing the hospital accreditation program and management improvement studies are also performed.

All active duty members are required to attend course CTSJ30BR41A1001, Health Service Administrator. The course, offered at Sheppard AFB, is 11.5 weeks long with the first 9 weeks in common health service areas and 2.5 weeks in one of the health service functional areas. The ANG and RES personnel attend only certain blocks of the overall course.

Entry into the utilization field requires an undergraduate degree in business administration, management, social science, public health, or other related fields. For the award of AFSC 41A3 completion of the basic health administration course is mandatory with 4 years experience.

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## **SURVEY METHODOLOGY**

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-MSC-100, dated February 1996. The inventory developer prepared a tentative task list by reviewing pertinent career ladder publications and directives. This task list was further refined and validated through personal interviews with over 60 subject-matter experts representing a variety of medical facilities at the following locations:

<u>UNIT</u>	<u>LOCATION</u>
59th MG	Lackland AFB
12th MG	Randolph AFB
23rd MG	Pope AFB
23rd AE SQ	Pope AFB
1st MG	Langley AFB
89th MG	Andrews AFB
4th MG	Seymour Johnson AFB
HQ 11 MG	Bolling AFB
648th MS	Brooks AFB
384th TRS/HTSS	Sheppard AFB
AFELM HFO-CR	Dallas TX
HQ RS	Randolph AFB

The resulting JI contained a comprehensive listing of 831 tasks grouped under 14 duty headings. A background section requested such information as: grade, MAJCOM, job title, components to which assigned, time in present job, time in service, job satisfaction, functional area, type of MTF, organizational level, training completed, and number of beds in MTF.

### Survey Administration

The survey was sent to each location worldwide and administered to 1,111 eligible active duty, 263 ANG and 467 RES personnel. Personnel excluded from taking the survey were: (1) personnel in transition for a permanent change of station; (2) personnel retiring during the time inventories were administered and (3) personnel in their job less than 6 months. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center, Randolph AFB TX.

The survey was administered under a new methodology developed for the Air Force for obtaining JI information on computer disks. Each individual received a disk with instructions on how to load the inventory. Those individuals first completed an information and biographical section and then started the task section of the inventory. They were asked to indicate each task

performed in their current job. After checking all tasks performed, respondents were only shown those tasks to rate on a 9-point scale showing relative time spent on that task, as compared to all other tasks identified. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount spent).

To determine relative time spent for each task performed by a respondent, all of the incumbents' ratings are assumed to account for 100 percent of the member's time spent on the job. First the ratings are summed, each task rating is then divided by the sum of task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

#### Survey Sample

The final AFSC 41AX survey sample includes responses from 650 active duty job incumbents. Table 1 reflects the distribution, by MAJCOM, of assigned AFSC 41AX personnel. As of December 1995 there were 1,187 members assigned to the career ladder. One-hundred percent of those eligible (N=1,111) were selected for participation in the survey. The 650 respondents represent 55 percent of the assigned population and 59 percent of those surveyed. Table 2 reflects the distribution by paygrade. Tables 3 and 4 represent the ANG and RES sample information. The new methodology of the computer-generated job inventory presented some problems that resulted in a somewhat smaller number of usable inventories. The sample is fairly even across paygrades and is a good reflection of the assigned population.

#### Task Factor Administration

Task factor information is used for making decisions about career documents or training programs along with job inventory data. To obtain the needed task factor data, selected senior AFSC 41AX personnel located in MTF facilities were asked to complete a training emphasis (TE) booklet. These booklets were processed separately from the JIs and were not computer-generated but rather paper and pencil format.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The senior AFSC 41AX who completed the TE booklets were asked to select tasks they felt require some sort of structured training for entry-level personnel and then indicate how much TE these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on-the-job training (OJT), or any other organized training method.

TABLE 1  
MAJCOM REPRESENTATION OF SURVEY SAMPLE  
(ACTIVE DUTY)

MAJCOM	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ACC	16	17
PACAF	5	7
USAFE	6	6
AETC	11	23
AMC	14	12
AFMC	12	14
OTHER	36	20

TOTAL ASSIGNED = 1,187  
TOTAL SURVEYED = 1,111  
TOTAL IN SAMPLE = 650  
PERCENT OF ASSIGNED IN SAMPLE = 55%  
PERCENT OF SURVEYED IN SAMPLE = 59%

\* As of December 1995

NOTE: Columns may not add to 100 percent due to rounding

TABLE 2  
PAYGRADE DISTRIBUTION OF SAMPLE  
(ACTIVE DUTY)

PAYGRADE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
O-1 - O-2	14	12
O-3	46	47
O-4	21	24
O-5	13	12
O-6	6	6

\* As of December 1995

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3  
MAJCOM REPRESENTATION OF SURVEY SAMPLE  
(ANG AND RES)

MAJCOM	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ACC	55	41
AMC	41	46
OTHER	5	10

TOTAL ASSIGNED = 747

TOTAL SURVEYED = 730

TOTAL IN SAMPLE = 219

PERCENT OF ASSIGNED IN SAMPLE = 29

PERCENT OF SURVEYED IN SAMPLE = 30

\* As of December 1995

NOTE: Columns may not add to 100 percent due to rounding

TABLE 4  
PAYGRADE DISTRIBUTION OF SAMPLE  
(ANG AND RES)

PAYGRADE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
O-1 - O-2	38	30
O-3	37	43
O-4	14	17
O-5	9	9
O-6	2	-

\* As of December 95

NOTE: Columns may not add to 100 percent due to rounding

Low return rate and lack of agreement among the raters as to what should be taught in entry-level structured training resulted in unusable data. One reason for the lack of agreement could be the wide range of functional areas 41AX personnel are assigned plus the differences in tasks being performed because of facility size or location.

## **SPECIALTY JOBS**

(Career Ladder Structure)

Each Air Force Occupational Analysis begins with an examination of the career ladder structure. The structure of jobs within the Health Services Administrator utilization field was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

A hierarchical grouping program, which is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system, creates an individual job description for each respondent (all the tasks performed by that individual and the relative amount of time spent on those tasks). It then compares each job description to every other job description in terms of tasks performed and the relative amount of time spent on each task in the JI. The automated system locates the two job descriptions with the most similar tasks and percent time ratings and combines them to form a composite job description. In successive stages, the system adds new members to the initial group or forms new groups based on the similarity of tasks performed and similar time ratings in the individual job descriptions.

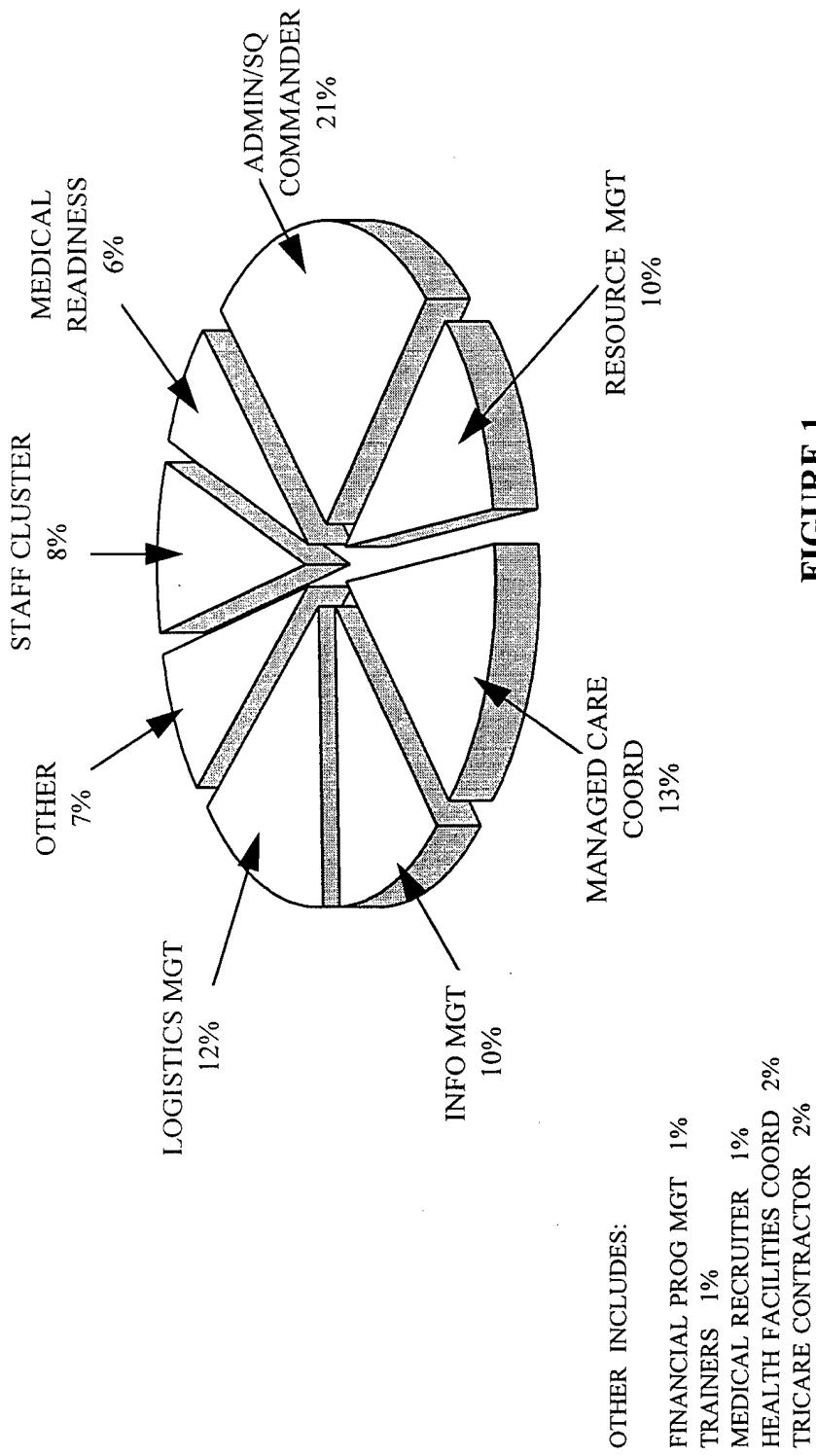
When there is a substantial degree of similarity between jobs, they are grouped together and identified as a Cluster or Function. The job structure resulting from this grouping process (the various jobs and clusters within the field) can be used to evaluate the accuracy of AFMAN 36-2105, *Specialty Descriptions*, and Course Training Standards (CTS), and to gain a better understanding of current utilization patterns.

### Overview of Active Duty Specialty Jobs

Considering the similarity of tasks performed and the amount of time spent performing each task, 7 clusters and 5 jobs were identified within the AFSC 41AX active duty survey sample. A listing of these is provided below and illustrated in Figure 1. The stage (STG) number shown beside each title references computer-generated identifications; the letter "N" stands for the number of personnel in each group.

- I. FINANCIAL PROGRAM MANAGEMENT JOB (STG156, N=5)
- II. TRAINER JOB (STG256, N=5)

**AFSC 41AX ACTIVE DUTY SPECIALTY JOBS  
(N=650)**



**FIGURE 1**

- III. STAFF CLUSTER (STG41, N=50)
- IV. MEDICAL READINESS CLUSTER (STG102, N=39)
- V. ADMINISTRATORS/SQ COMMANDERS CLUSTER (STG88, N=134)
- VI. RESOURCE MANAGEMENT CLUSTER (STG82, N=67)
- VII. MANAGED HEALTH CARE COORDINATOR CLUSTER (STG85, N=82)
- VIII. INFORMATION MANAGEMENT CLUSTER (STG97, N=62)
- IX. LOGISTICS MANAGEMENT CLUSTER (STG84, N=78)
- X. MEDICAL RECRUITER JOB (STG376, N=5)
- XI. HEALTH FACILITIES COORDINATOR JOB (STG219, N=14)
- XII. TRICARE CONTRACTOR JOB (STG178, N=12)

The respondents forming these groups account for 87 percent of the survey sample. The remaining 13 percent are performing tasks or a series of tasks that did not group with any of the defined jobs.

#### Group Descriptions

The following paragraphs contain brief descriptions of the active duty jobs identified through the career field structure analysis. Also presented are two tables that reflect the time incumbents spent on duties, and selected background data for each group. Table 5 presents the relative time spent by respondents in each job across each duty listed in the JI. Table 6 displays selected background information, such as DAFSC distributions across each group, average of total months in active military service (i.e., Total Active Federal Military Service (TAFMS)), and average number of tasks performed. Appendix A lists representative tasks performed by members of each group.

I. FINANCIAL PROGRAM MANAGEMENT JOB (STG156, N=5) The incumbents in this specialized job perform an average of 25 tasks, the lowest of all jobs and clusters. Three out of the five are Majors, the remaining two being Captains. All five are carrying the 41A4 DAFSC, with an average of 15 years TAFMS. Four members are located at MAJCOM level, with one at HQ USAF. All members describe their primary function in the areas of future planning and forecasting of budget requirements and guidelines. Examples of tasks performed include:

TABLE 5

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 41AX JOB GROUPS  
 (RELATIVE PERCENT OF JOB TIME)  
 (ACTIVE DUTY)

	Fin Prgm Mgt (N=5)	Trainers (N=5)	Staff Pers (N=50)	Medical Readiness (N=39)	Adm/SQ Resource (N=134)	Comdr Mgt (N=67)
A COMMAND AND MANAGEMENT	9	16	35	21	23	8
B PERSONNEL	2	7	23	16	25	13
C EVALUATING AND INSPECTING	10	4	6	7	-	5
D GENERAL ADMINISTRATION	1	3	11	8	9	5
E TRAINING	1	64	3	6	4	2
F AEROMEDICAL EVACUATION ACTIVITIES	-	-	-	3	1	-
G MANAGED HEALTH CARE ACTIVITIES (TRICARE)	4	-	2	-	5	8
H RESOURCE MANAGEMENT ACTIVITIES	71	2	11	2	14	52
I INFORMATION SYSTEM MANAGEMENT ACTIVITIES	1	-	2	-	2	4
J MEDICAL READINESS ACTIVITIES	-	-	1	33	3	1
K LOGISTICS MANAGEMENT ACTIVITIES	1	3	1	2	4	1
L PATIENT ADMINISTRATION ACTIVITIES	-	-	1	1	1	-
M MEDICAL RECRUITING	-	-	2	-	1	-
N HEALTH FACILITIES ACTIVITIES	-	-	1	-	1	-

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 5 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 41AX JOB GROUPS  
 (RELATIVE PERCENT OF JOB TIME)  
 (ACTIVE DUTY)

	Managed Care (N=82)	Info Mgt (N=62)	Logistic Mgt (N=78)	Medical- Recruiter (N=5)	Health Facilities Planner (N=14)	Tricare Contract Manager (N=12)
A COMMAND AND MANAGEMENT	13	13	9	10	10	8
B PERSONNEL	20	17	2	17	9	2
C EVALUATING AND INSPECTING	5	7	10	4	6	3
D GENERAL ADMINISTRATION	6	6	1	4	3	3
E TRAINING	3	4	1	4	1	1
F AEROMEDICAL EVACUATION ACTIVITIES	-	-	-	-	-	-
G MANAGED HEALTH CARE ACTIVITIES (TRICARE)	39	1	4	1	1	74
H RESOURCE MANAGEMENT ACTIVITIES	5	4	1	1	2	8
I INFORMATION SYSTEM MANAGEMENT ACTIVITIES	1	44	1	-	5	-
J MEDICAL READINESS ACTIVITIES	1	1	-	-	-	-
K LOGISTICS MANAGEMENT ACTIVITIES	-	2	71	-	10	-
L PATIENT ADMINISTRATION ACTIVITIES	6	-	-	-	-	-
M MEDICAL RECRUITING	-	-	-	56	-	-
N HEALTH FACILITIES ACTIVITIES	-	-	-	-	53	-

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 6

SELECTED BACKGROUND DATA FOR AFSC 41AX CAREER LADDER JOBS  
(ACTIVE DUTY)

	Financial Program Mgt (STG156)	Trainers (STG256)	Staff Personnel (N=041)	Medical Readiness (STG102)	Administrators/ SQ Comdr (STG088)	Resource Management (STG082)
NUMBER IN GROUP	5	5	50	39	134	67
PERCENT OF SAMPLE	1	1	8	6	21	10
PERCENT IN CONUS	100	100	86	79	84	81
DAFSC PERCENT DISTRIBUTION:						
41A1	-	20	12	21	2	20
41A3	-	80	44	48	63	70
41A4	100	-	44	31	35	10
PREDOMINANT PAYGRADE(S) AVERAGE MONTHS IN SERVICE (TAFMS)	Major 183	Captain 102	Captain 178	Captain 132	Major 221	Captain 119
AVGERAGE NUMBER OF TASKS PERFORMED	25	28	50	80	137	132

TABLE 6 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 41AX CAREER LADDER JOBS  
(ACTIVE DUTY)

	Managed Health Care (STG085)	Information Management (STG097)	Logistics Management (STG084)	Medical Recruiter (STG376)	Health Facilities Planner (STG219)	Tricare Contract Managers (STG178)
NUMBER IN GROUP	82	62	78	5	14	12
PERCENT OF SAMPLE	13	10	12	1	2	2
PERCENT IN CONUS	80	81	83	100	40	47
DAFSC PERCENT DISTRIBUTION:						
41A1	22	13	36	40	21	-
41A3	61	66	54	60	21	83
41A4	17	21	10	-	58	17
PREDOMINANT PAYGRADE(S)	Captain	Captain	Captain	Captain	Capt/Maj/ Lt Col	Capt/Maj
AVERAGE MONTHS IN SERVICE (TAFMS)	136	142	124	161	167	157
AVERAGE NUMBER OF TASKS PERFORMED	123	110	141	87	88	36

- evaluate budget requirements
- approve or disapprove input to Future Year Defense Plans (FYDPs)
- draft or write inputs to Strategic Health and Resource plans
- evaluate justifications for shortfalls

II. TRAINER JOB (STG 256, N=5). Four members of this job are in the 384 TS, and one is at the 381 TS, both located at Sheppard AFB. Incumbents spent 64 percent of their job time on tasks related to training. All members described themselves as either instructors or course supervisors. Members perform only an average of 28 tasks, among the lowest of the jobs and clusters. Their average TAFMS is 8.5 years, and 80 percent are Captains. Tasks which distinguish this job are:

- prepare lesson plans or lectures
- write test questions
- evaluate training methods or techniques
- conduct resident course classroom training

III. STAFF CLUSTER (STG41, N=50). Members of this cluster spend 35 percent of their time on command and management tasks, which is the highest for any group. Twenty-one percent are Captains and 18 percent Majors, with the remaining 61 percent found throughout all the officer ranks. They average 15 years in TAFMS, and perform an average of 50 tasks. Common tasks being performed are:

- review or edit reports, staff studies and staff summary sheets
- approve or disapprove personnel actions
- implement directives from higher headquarters
- review directives, manuals, or unit publications

Four jobs were identified in this cluster. Members of the first job classified themselves as executive officers, located throughout different organizational levels, involved in administrative procedures, performing an average of 57 tasks, which was the highest in this cluster. The second job had personnel located only at HQ USAF and MAJCOM organizational levels. They were working on manpower, personnel justification and policies. The third job identified had the highest ranking personnel of the cluster, and is involved in legislation and congressional inquiries. The last job had personnel located strictly in hospital settings, performing very few tasks on the average (34), and in ranks of captain or lower. They perform basic administrative-related tasks, such as personal counseling, writing EPRs, and evaluating work performance.

IV. MEDICAL READINESS CLUSTER (STG102, N=39) These personnel perform duties related to training, operations, and planning for emergency, contingency or alert readiness. The majority are captains (64 percent), with an average of 11 years TAFMS. They are mostly located at MTFs or at HQ level. Examples of tasks performed by this group are:

- deploy deployment teams and equipment
- maintain and update medical readiness plans
- review operations plans
- evaluate requirements for Contingency Support Plans (CSPs)

The two jobs in this cluster differ in location and average number of tasks performed. In the first job, all 6 members are captains at MAJCOM-level and are performing an average of 47 tasks relating to procedures and compliance of contingency or alert plans. The second group is located at MTF, performing 90 tasks on the average, with ranks ranging from 2Lt to Majors. This group is more involved with the daily activities of unit alert and emergency planning.

V. ADMINISTRATORS/SQ COMMANDERS CLUSTER (STG 088, N=134). This cluster is the largest and has the highest ranked personnel of all the clusters. Personnel in this cluster average 11 years TAFMS. They are performing 137 tasks on the average, with over 60 percent located in a MTF. The group spend over 50 percent of their time on command, management, and personnel-related tasks. Some representative tasks include:

- advise subordinates on policies, directives, or procedures
- establish performance standards for subordinates
- counsel personnel on personal or military -related matters
- establish work methods or procedures

Personnel within the first of the three jobs identified in this cluster distinguish themselves by performing 192 tasks on average, more than double that of the other two jobs. This group also has a higher percentage of Colonels and Lt Colonels than the other groups, with 18 of the 63 members assigned overseas. The personnel within the second job are performing an average of 87 tasks, with all but one assigned to an MTF. Personnel within the third job perform an average of 83 tasks, with half assigned to an MTF and the other half assigned to DOD, HQ USAF, MAJCOM and Medical Training Group levels. The tasks being performed by all three groups are similar and the personnel referred to their job title as either Commander or Administrator.

VI. RESOURCE MANAGEMENT CLUSTER (STG82,N=67). Members of this cluster spend 52 percent of their time on resource management activities. Eighty-seven percent hold the DAFSC of qualified (41A3) or staff (41A4), with the predominant rank being Captain. Representative tasks are:

- develop budget or budget estimates
- compile operations and maintenance budgets
- perform cost benefit analysis
- allocate unit funds

There were two jobs identified in this cluster. One shows an emphasis on tasks related to manpower and unit budget requirements, with 87 percent assigned to medical facilities (hospital or clinic). Forty-three percent are Captain, performing an average number of 150 tasks. Members of the other job perform on the average 60 tasks, hold a higher rank (Major and Lt Col) and are located at MAJCOM-level and lead agencies. They are performing tasks related to cost analysis, future plans and resource sharing proposals.

VII. MANAGED HEALTH CARE COORDINATOR CLUSTER (STG85, N=82). Members of this second largest cluster spend their time on marketing, working with patients, and coordinating services within the TriCare program. They perform an average of 123 tasks, with paygrades ranging from 2Lt to Lt Col. Average TAFMS is 11 years. Some tasks which distinguish this cluster from others include:

- analyze potential managed care initiatives
- develop marketing materials
- identify needs of new health care programs
- conduct TriCare educational briefings to beneficiaries and medical staff

Three jobs were identified in this cluster. The first job is characterized by 38 percent of its members being located at a lead agency heavily involved in marketing and managed care initiatives. Over 60 percent are Majors or higher, and hold a DAFSC of 41A4. The second job identified is located in hospitals and individuals work in the areas of patient administration and information. Personnel performing this job are in the rank of Captain or lower. The last job in this cluster is located in clinical and hospital settings. It entails coordinating with lead agencies and MTF providers, and the administration of CHAMPUS benefits. Eighty-one percent of the officers in this job are Captains or higher.

VIII. INFORMATION MANAGEMENT CLUSTER (STG97, N=62). Members of this cluster spend a great deal of their time working a combination of technical and management tasks. An average of 111 tasks are being performed, with the majority of personnel in ranks of Captain or higher (84 percent). Sixty-eight percent are located at either a hospital or clinic. Tasks performed included:

- evaluate hardware or software request
- direct operations of medical information systems activities
- perform software loads
- change computer systems configurations

Two out of the four jobs identified in this cluster are technical jobs. Personnel in one of the jobs perform installation, troubleshooting and programming of software or hardware. They are mainly located in the smaller hospitals having 1-40 beds at MAJCOM or HQ level. Personnel in the next job are located in smaller hospitals and perform tasks related to technical management such as evaluating computer performance and research of new hardware or software. The last two jobs in this cluster involve management-related tasks. One job deals with the activities within an information office, working with personnel and administrative tasks. The last job deals with policy, guidelines and budgeting. Seventy-seven percent of personnel within the last two jobs are located in the larger hospitals.

IX. LOGISTICS MANAGEMENT CLUSTER (STG84, N=78). The 78 members of this cluster spend 71 percent of their time in the areas of logistics management. They perform tasks related to facilities, supplies, and equipment management. Average number of tasks performed is 141, with more than half (73 percent) being Captain or higher rank. Eighty-two percent are located in an MTF, ranging from clinics to hospital. Representative tasks are:

- evaluate equipment requirements
- regulate IMPAC program
- coordinate maintenance of facilities with appropriate agencies
- review monthly stock status reports

Four jobs were identified in this cluster. Three of the jobs had fewer than 10 incumbents. In the first job are personnel working closely with vendors and contractors in equipment and supply management. They are located in either a clinic or hospital setting with less than 40 beds. The second job is involved in MTF facility management, O & M construction, inspections and space utilization. Personnel are located in different sized hospitals, with the majority in the larger ones (66 percent). Personnel in the third job are either located in hospitals over 300 beds or in hospitals with less than 25 beds. They are directing the operations of several programs, such as equipment, WRM, and non-medical supplies, as well as being involved in supervision of personnel. The last job in this cluster is the largest, having 50 officers located in an MTF, and representing all ranks. They are involved in the day to day activities of a logistic office -- directing, evaluating and reviewing all functions.

X. MEDICAL RECRUITER JOB (STG376, N=5). The 5 officers in this job perform an average of 87 tasks. All of them supervise and are involved in the recruitment of medical personnel. They are all Captain assigned to AETC. Examples of tasks performed by personnel in this job:

- review medical application packages
- conduct medical school visitations
- interview job applicants
- clarify or validate prospects' objectives or concerns

XI. HEALTH FACILITIES COORDINATOR JOB (STG219, N=14). Personnel in this job perform an average of 88 tasks. Twelve out of the 14 hold a paygrade of Captain and higher, with an average of 14 years TAFMS. Ten are assigned to HQ USAF, with the other 4 assigned to MTF settings. Personnel are working all phases of MILCON and O & M projects, from planning, cost analysis, supervising constructions to inspecting and evaluating changes. Some representative tasks are:

- defend MILCON project
- track facilities design projects
- develop cost estimates for MILCON or O & M projects
- define facility project space requirements

XII. TRICARE CONTRACTOR JOB (STG178, N=12). This distinctive job involves coordination, evaluation and analysis of the MCSC and Tricare requirement. Seven members are Captain, while the remaining five are Major. Half of the personnel are located in a Lead Agency, the remaining are located in large hospitals and DOD organization level. Tasks performed are:

- evaluate regional or MTF proposals for the MCSC
- write inputs to the MCSC
- develop sharing agreements
- regulate MCSC contractor to ensure contract compliance

### Summary

The seven clusters identified in this study are clearly defined by functional areas found within an MTF facility. The five independent jobs identified clearly describe some of the unique jobs found in this utilization field. Some tasks are common to most clusters and jobs in the command, management and administrative sections, but the vast majority of tasks apply to only one or two jobs. The size of the MTF affects the diversity of the individual jobs. Small facilities have personnel working across several areas while large facilities have more defined and restricted jobs.

### Overview of ANG and RES Specialty Jobs

Four clusters and three independent jobs were identified for the 41AX ANG and RES personnel. A listing of these is provided below and illustrated in Figure 2.

- I. ADMINISTRATORS CLUSTER (STG 50; N=6)
- II. LOGISTICS/INSPECTION OFFICER CLUSTER (STG 32; N=13)
- III. MEDICAL READINESS OFFICER (STG74; N=7)
- IV. STAFF CLUSTER (STG35; N=97)
- V. AEROMEDICAL EVAC OFFICER CLUSTER (STG 43; N=47)
- VI. INFORMATIONAL MANAGERS (STG 77; N=5)
- VII. ASSISTANT AEROMEDICAL EVAC OFFICER (STG 48; N=3)

Personnel in these jobs account for 81 percent of the survey sample. The remaining 19 percent are performing tasks not grouped with any defined job.

### Group Description

The following paragraphs contain brief descriptions of the ANG and RES jobs identified through the career structure analysis. Table 7 presents the relative time spent by respondents in each job across duties. Table 8 lists selected background questions for the ANG and RES jobs. Appendix B lists representative tasks performed by members of each group.

I. ADMINISTRATORS CLUSTER (STG50, N=6). This is the smallest of all the clusters, and personnel perform an average of 26 tasks. This cluster consists of five RES officers and one ANG officer. They spend 53 percent of their time in the personnel duty. Representative tasks are:

- establish work methods or procedures
- develop organizational or functional charts
- implement directives from higher headquarters
- draft or write Officer Performance Reports (OPRs)

## AFSC 41AX ARC SPECIALTY JOBS (N=219)

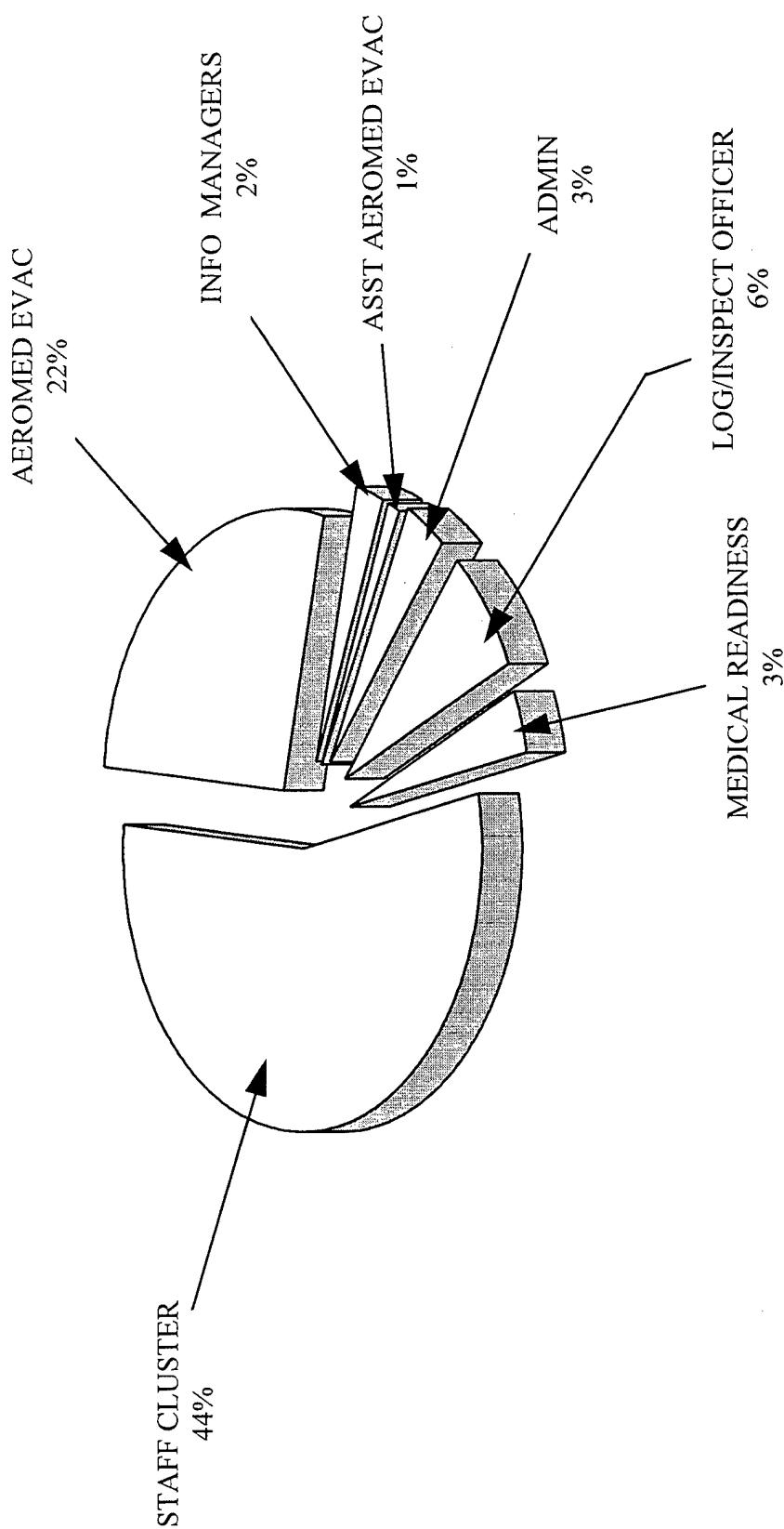


FIGURE 2

TABLE 7

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 41AX JOB GROUPS  
 (RELATIVE PERCENT OF JOB TIME)  
 (ANG AND RES)

	Administrators (N=6)	Logistics Inspec (N=13)	Medical Readiness Officer (N=7)	Staff Officer (N=97)	Aeromed Evac Pers (N=47)	Info Mgt (N=5)	Asst Aero Officer (N=82)
A COMMAND AND MANAGEMENT	18	20	10	17	11	6	7
B PERSONNEL	53	23	19	21	16	15	2
C EVALUATING AND INSPECTING	6	22	5	9	4	3	-
D GENERAL ADMINISTRATION	12	12	6	9	6	6	-
E TRAINING	5	6	4	9	6	4	4
F AEROMEDICAL EVACUATION ACTIVITIES	-	-	2	3	38	10	87
G MANAGED HEALTH CARE ACTIVITIES (TRICARE)	-	-	-	-	-	-	-
H RESOURCE MANAGEMENT ACTIVITIES	-	2	-	7	1	2	-
I INFORMATION SYSTEM MANAGEMENT ACTIVITIES	-	3	3	5	3	52	-
J MEDICAL READINESS ACTIVITIES	7	4	50	13	12	-	-
K LOGISTICS MANAGEMENT ACTIVITIES	-	8	1	6	2	1	-
L PATIENT ADMINISTRATION ACTIVITIES	-	-	-	1	-	1	-
M MEDICAL RECRUITING	-	-	-	1	-	2	-
N HEALTH FACILITIES ACTIVITIES	-	-	-	-	-	-	-

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 8

SELECTED BACKGROUND DATA FOR AFSC 41AX CAREER LADDER JOBS  
(ANG AND RES)

	Logistics Inspec Officer (STG032)	Medical Readiness Officer (STG 074)	Staff Officer (STG 035)	Aeromed Evac Pers (STG 043)	Info Mgt (STG 077)	Asst Aero Officer (STG 048)
NUMBER IN GROUP	6	13	7	97	47	5
PERCENT OF SAMPLE	3	6	3	44	21	3
PERCENT RES	83	46	100	58	77	1
PERCENT ANG	17	54	-	42	23	67
PERCENT IN CONUS	100	100	98	98	20	33
					100	100
DAFSC PERCENT DISTRIBUTION:						
41A1	33	38	57	21	23	20
41A3	67	54	29	69	75	80
41A4	-	8	14	10	2	-
PREDOMINANT PAYGRADE(S)	Captain	1Lt/Capt	Captain	Captain	Captain	1Lt
AVG MONTHS IN SERVICE (TAFMS)	156	131	187	169	187	181
AVERAGE NUMBER OF TASKS PERFORMED	26	33	38	129	87	84
					8	112

Two jobs were identified in this cluster, with three officers in each job. The first job has the higher ranking officers between the two jobs, but they perform the lower number of tasks (24 tasks). All three in this group are RES personnel. The two RES officers and one ANG officer in the second job perform only 28 tasks on the average. All three are located in a clinic setting. Both groups are performing similar tasks, with the second job performing a somewhat higher number of general administrative tasks.

II. LOGISTICS/INSPECTION OFFICER CLUSTER (STG32, N=13). Members of this cluster spend their time in the logistics and inspecting and evaluation duty sections. Seven are ANG officers with the remaining six being RES officers. The highest rank for this group is Captain. Common tasks being performed are:

- conduct self-inspections
- develop and update checklist
- direct operations of medical supply activities
- evaluate inspection report findings

Two jobs were identified in this cluster. The first job is classified as medical service coordinators involved in the inventory of supplies and equipment. They perform an average of 48 tasks and hold ranks from 2Lt to Maj. The last job is inspection monitors, they perform 27 tasks on the average. The highest rank in this group is Captain.

III. MEDICAL READINESS OFFICER (STG74, N=7). This job consists of RES officers, six of them Captains, with the remaining one a Lt Col. They perform an average of 38 tasks. They are spending 50 percent of their time in the area of medical readiness, involved heavily in the areas of training personnel, developing exercises, and assigning personnel to training and duty positions. Common tasks being performed are:

- develop medical readiness training
- review recall rosters
- assign personnel to deployment positions
- review unit exercise reports

IV. STAFF CLUSTER (STG35, N=97). This is the largest of all the clusters, with 56 RES officers and 41 ANG officers. They are performing an average of 129 tasks, with ranks ranging from 2Lt to Col. The group spend 40 percent of their time in personnel and command and management related tasks. Some representative tasks include:

- advise subordinates on policies, directives, or procedures
- propose new training programs
- approve or disapprove work assignments or priorities
- evaluate inspection reports findings

The first of 4 jobs identified in this cluster consists of 4 officers who perform an average of 53 tasks, the lowest of the 4 jobs. Their responsibility is in the areas of patient administration, recording, and personnel duty location and work assignments. The 4 members of the second job perform 68 tasks on average and are involved in safety and security programs. The third job group has the most people (N=83) who perform the highest average number of tasks (140), related to training and personnel issues. The 4 officers in the last job spend time on general administrative related tasks and perform 72 tasks on the average.

V. AEROMEDICAL EVAC OFFICER CLUSTER (STG43, N=47). In this cluster, personnel perform duties related to the operations of aeromedical evacuation activities. On the average, 87 tasks are performed by 36 RES officers and 11 ANG officers. Forty percent are Captains with the remainder representing all other ranks. Examples of tasks performed by this group are:

- maintain control center status board
- direct patient loading or unloading
- prepare air evacuation mission records
- update mission loads and times

Four jobs were identified in this cluster. All four members of the first job are RES officers involved in the plans and performance of aero evac operations. They perform an average of 66 tasks. The second group of officers perform the highest number of tasks (115) mostly related to preparing aircraft, mission support, and after action reporting. Eighteen out of the 24 are RES officers. The third job is deployment managers, who perform an average of 72 tasks. Their responsibility is the coordination of teams and equipment, and briefing mobility teams of their duties and responsibilities. The last job consists of personnel performing an average of 44 tasks, such as, maintaining records, establishing requirements and scheduling. All but one are RES officers. Each of the four jobs have personnel ranging from 2Lt through Lt Col.

VI. INFORMATION MANAGERS (STG 77, N=5). Four out of the 5 incumbents in this job are RES officers, performing an average of 84 tasks. Three Captains and 2 Majors, all located in AMC, perform tasks related to all aspects of the computer, from installing hardware and software, procurement, and management of hardware and software. Tasks performed included:

- allocate computer hardware
- compile hardware and software needs
- troubleshoot hardware problems
- install computer systems

VII. ASSISTANT AEROMEDICAL EVAC OFFICER (STG48, N=3). Members of this job are distinguished from the others by performing an average of only 8 tasks and being the lowest ranking individuals (all lieutenants). They are located at ACC bases with 2 in the RESs and 1 in the ANG. They spend the majority of their time in the Aeromedical duty (87 percent). Some representative tasks include:

- update mission loads and times
- brief departing air evacuation patients
- place patients valuables in secure areas
- contract fuel management for aircraft refueling

#### Summary

The four clusters and three jobs identified in this study are defined basically by four functions: Command and Management, Personnel, Medical Readiness, and Aeromedical Evacuation. The average number of tasks performed is very small, indicating very limited duties, mostly revolving around aspects of preparing for medical readiness and evacuations. Very few officers are assigned outside of AMC and ACC.

#### Comparisons of Active Duty, ANG and RES Officers Specialty Jobs

The results of the active duty specialty job analysis were compared to those of the ANG and RES specialty jobs. Many of the jobs performed by active duty, especially the independent jobs were not found in the ANG and RES analysis. Jobs being performed in an MTF setting were done on a limited scale by the ANG and RES personnel. The jobs found in the ANG and RES analysis were performed by the active duty with the exceptions of the two aero evac jobs.

## ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may be used to evaluate how well career ladder documents, such as the AFMAN 36-2105 *Specialty Description* and the CTS, reflect what utilization field personnel are actually performing in the field.

Table 9 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups.

The differences between the active duty DAFSC 41A1, 41A3, and staff personnel 41A4 were very slight. One of the differences was in performing tasks related to Duty A Command and Management, where some progression in responsibility was found. Another difference, although only slight, was that 41A1 officers perform more tasks in the area of Logistics than the 41A3 members, while the 41A3 officers perform more tasks in the personnel area.

The active duty personnel were primarily 41A3, except for the Health Facilities Planner job, and Financial Program Manager job. Over 70 percent of the DAFSC 41A1 and 41A3 members are located at an MTF. Only 18 percent of the 41A4 members, who are assigned mostly to HQ and MAJCOM levels, are assigned to an MTF. Table 10 shows DAFSC by specialty jobs.

The skill-level groups for the ANG/RES career ladder are displayed by percent time spent on each duty in Table 11, with specialty jobs represented in Table 12.

The differences between skill-level jobs for the 41AX ANG/RES officer are very slight. DAFSC progression is shown by more time being spent performing tasks related to personnel and command and management. A decrease in aeroevac tasks is shown as personnel progress from DAFSC 41A1 through 41A4.

The ANG and RES personnel are mostly 41A3, except for the Assistant Aeromedical Evac officer job and the Medical Readiness job.

### **ACTIVE DUTY**

**DAFSC 41A1.** The 107 DAFSC 41A1 account for 16 percent of the survey sample and perform an average of 102 tasks. Forty percent are First Lieutenants, and 46 percent are Captains. These officers spend the largest percentage time in Personnel duties (19 percent), command and management (14 percent) and logistics management (14 percent), but spend some time in all the functional areas.

TABLE 9  
 TIME SPENT ON DUTIES BY 41AX GROUPS  
 (RELATIVE PERCENT OF JOB TIME)  
 (ACTIVE DUTY)

DUTIES	DAFSC 41A1 (N=107)	DAFSC 41A3 (N=369)	DAFSC 41A4 (N=164)
A COMMAND AND MANAGEMENT	14	17	22
B PERSONNEL	19	19	17
C EVALUATING AND INSPECTING	8	6	8
D GENERAL ADMINISTRATION	8	7	6
E TRAINING	5	4	4
F AEROMEDICAL EVACUATION ACTIVITIES	1	2	1
G MANAGED HEALTH CARE ACTIVITIES (TRICARE)	8	11	9
H RESOURCE MANAGEMENT ACTIVITIES	8	12	15
I INFORMATION SYSTEM MANAGEMENT ACTIVITIES	6	7	5
J MEDICAL READINESS ACTIVITIES	4	4	3
K LOGISTICS MANAGEMENT ACTIVITIES	14	7	6
L PATIENT ADMINISTRATION ACTIVITIES	2	1	1
M MEDICAL RECRUITING	1	1	1
N HEALTH FACILITIES ACTIVITIES	3	1	4

\* Denotes less than 1 percent

NOTE: Columns may not add exactly to 100 percent due to rounding

TABLE 10  
DAFSC MEMBERS ACROSS CAREER LADDER JOBS (PERCENT)  
(ACTIVE DUTY)

JOBS	DAFSC 41A1 (N=107)	DAFSC 41A3 (N=369)	DAFSC 41A4 (N=164)
I. FINANCIAL PROGRAM MANAGEMENT			
OFFICER	-	-	100
II. TRAINERS	20	80	-
III. STAFF CLUSTER	12	44	44
IV. MEDICAL READINESS CLUSTER	21	48	31
V. ADMINISTRATORS/SQ COMMANDER			
CLUSTER	2	63	35
VI. RESOURCE MANAGEMENT CLUSTER	20	70	10
VII. MANAGED HEALTH CARE CLUSTER	22	61	17
VIII. INFORMATION MANAGEMENT CLUSTER	13	66	21
IX. LOGISTICS MANAGEMENT CLUSTER	36	54	10
X. MEDICAL RECRUITER	40	60	-
XI. HEALTH FACILITIES PLANNER	21	21	58
XII. TRICARE CONTRACT MANAGERS	-	83	17

TABLE 11  
 TIME SPENT ON DUTIES BY 41AX GROUPS  
 (RELATIVE PERCENT OF JOB TIME)  
 (ANG AND RES)

DUTIES	DAFSC 41A1 (N=65)	DAFSC 41A3 (N=141)	DAFSC 41A4 (N=13)
A COMMAND AND MANAGEMENT	13	16	17
B PERSONNEL	18	19	25
C EVALUATING AND INSPECTING	8	9	11
D GENERAL ADMINISTRATION	11	8	8
E TRAINING	7	7	6
F AEROMEDICAL EVACUATION ACTIVITIES	16	12	2
G MANAGED HEALTH CARE ACTIVITIES (TRICARE)	-	-	-
H RESOURCE MANAGEMENT ACTIVITIES	2	5	8
I INFORMATION SYSTEM MANAGEMENT ACTIVITIES	5	5	2
J MEDICAL READINESS ACTIVITIES	12	13	13
K LOGISTICS MANAGEMENT ACTIVITIES	6	4	3
L PATIENT ADMINISTRATION ACTIVITIES	-	1	1
M MEDICAL RECRUITING	1	1	1
N HEALTH FACILITIES ACTIVITIES	-	-	1

\* Denotes less than 1 percent

NOTE: Columns may not add exactly to 100 percent due to rounding

TABLE 12  
DAFSC MEMBERS ACROSS CAREER LADDER JOBS (PERCENT)  
(ANG AND RES)

JOBS	DAFSC 41A1 (N=66)	DAFSC 41A3 (N=140)	DAFSC 41A4 (N=13)
I. ADMINISTRATORS CLUSTER	33	67	-
II. LOGISTICS/INSPECTOR OFFICER CLUSTER	38	54	8
III. MEDICAL READINESS OFFICER	57	29	14
IV. STAFF OFFICER CLUSTER	21	69	10
V. AEROMEDICAL EVAC OFFICER CLUSTER	23	75	2
VI. INFORMATION MANAGERS	20	80	-
VII. ASST. AEROMEDICAL EVAC OFFICER	100	-	-

DAFSC 41A3: The 369 DAFSC 41A3 account for 58 percent of the survey sample and perform an average of 108 tasks. Fifty-nine percent are Captains. They are more concentrated in the areas of personnel, command and management, resource management and TRICARE.

DAFSC 41A4: The 164 DAFSC 41A4 account for 25 percent of the survey sample and perform an average of 91 tasks. Forty-one percent of this group are Major. They spend more time in the command management, and resource management than the other respondents.

#### **ANG and RES**

DAFSC 41A1: The 65 DAFSC 41A1 ANG and RES personnel account for 30 percent of survey sample and perform an average of 60 tasks. Thirty-one percent are Second Lieutenants while 42 percent are First Lieutenants. DAFSC 41A1 personnel spend time in logistics, aeromedical evacuation, and medical readiness. They perform many technical tasks.

DAFSC 41A3: The 141 DAFSC 41A3 is the largest of the groups and accounts for 64 percent of the sample who perform 95 tasks on the average. Fifty-four percent are Captains, but group members cover all the other ranks. They are spending more time in the personnel and command duties, although still performing readiness and aeromedical evacuation tasks.

DAFSC 41A4: The 13 DAFSC 41A4 personnel account for 6 percent of the sample and perform on an average of 119 tasks. Fifty-four percent are Majors. This group is spending their time in the areas of personnel, evaluation and inspection.

#### **ANALYSIS OF AFMAN 36-2105 *SPECIALTY DESCRIPTION***

Survey data were compared to the AFMAN 36-2105, *Specialty Description*, for Health Services Administrator, effective 31 October 1995. This specialty description is intended to provide a broad overview of the duties and responsibilities of each skill level. In general, the specialty description covers tasks and jobs performed by the utilization field personnel. It should be noted, however, that AFMAN 36-2105 *Specialty Description* does not specify duties and responsibilities for each skill level.

#### **WRITE-IN COMMENTS**

When filling out the JI, respondents were encouraged to write in any comments related to their jobs. In this survey, a relatively large number of comments were received. Some of the comments address definitions of duties within the OMG and staff structure, training issues, and

personnel qualification to get the job done. A large number of comments are related to the decrease of responsibilities and control of the administrator, the definition of duties between the Administrators and Squadron Commander, plus "dual-hat" positions in an MTF setting.

Several write-in comments about receiving advanced training and being qualified to do their job (ie., information managers) were also found. Comments received from the field acknowledge a need for refresher training when moving from one MTF functional area to another. This training is available at the HSA school, but field management personnel do not seem to be aware of this opportunity. Representative comments are listed below:

"A better define OMG...specifically the Administrator vs Support Squadron Commander jobs"

"I believe Flight Chief, Squadron Commanders and Administrators duties require further definitions, especially the OMG structure and anticipated changes"

"My supervisor (an MSC) has dual hats as the Support Squadron Commander and the Administrator"

"Information systems is severely undermanned and needs more technical expertise...can not manage...too busy doing technical work. All systems people I talk to are frustrated."

## SPECIAL ISSUES

Background questions as well as write-in comments can provide additional information to the field. A large number of write-in comments are about the OMG management structure and two background questions related to this subject were presented to the field. The two background questions; (1) "For whom do you work?"; (2) "For whom do you think you should work?" resulted in great differences between answers. Of the total sample, 162 personnel work for the Support Squadron Commander but only 58 believe they should. One hundred and fifteen think they should be working for the Administrator, but only 27 do. In addition, 99 believe they should work for the Group Commander, but only 69 do. The combination of write-in comments and the background questions has shown that a large part of our sample expressed uncertainty as to whom they should be working for and what duty responsibilities should fall under the leadership of an Administrator or Squadron Commander.

## JOB SATISFACTION ANALYSIS

An examination of responses to the job satisfaction questions can give career ladder managers a better understanding of some of the factors that may affect the job performance of officers in the field. The survey included questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making comparisons across specialty groups identified in the **SPECIALTY JOBS** section of the report.

An examination of job satisfaction data can also reveal the influences performing certain jobs may have on overall job satisfaction. Table 13 presents job satisfaction data for the jobs identified in the career ladder structure for active duty AFSC 41AX. Respondents in TriCare Contract Managers job believe their job to be quite dull, and average lower than members of the other jobs and clusters for sense of accomplishment. The 12 members of this job are similar to the other jobs and clusters in terms of seniority and location, but perform one of the lowest number of tasks of any group. Officers in other clusters and jobs measured generally high in all four satisfaction ratings.

Job satisfaction indicators across the ANG and RES specialty jobs is presented in Table 14. Job satisfaction among the clusters and jobs is generally high, with the exception of the Asst. Aeromedical Evac Officers, who rated the use of their training rather low.

## IMPLICATIONS

This survey was conducted primarily to provide training personnel with current information on the Health Services Administrator utilization field, and to identify the tasks Active Duty, ANG and RES officers are performing on their jobs.

Seven clusters and five independent jobs were identified for the active duty. Each functional area in an MTF setting, and the special jobs that are performed by AFSC 41AX officers were identified. Four clusters and 3 independent jobs for the ANG and RES officers were identified, within two major task areas. One covered all aspects of the Aeromedical Evacuation duties and the other covered a wide range of tasks associated with personnel. AFMAN 36-2105 *Specialty Description* broadly describes the jobs and tasks being performed. Job satisfaction is relatively high across the active duty, ANG and RES officer.

Special issues dealing with restructuring, the establishment of the OMG, and training were reported. A clearer understanding of the organizational structures and the duties and responsibilities of the administrator versus the squadron commanders were issues identified by

the field. Training, as it effects moving from one functional area to another, and advanced level training were also issues identified by the field.

The findings of this OSR come directly from data collected from a sample of 869 active duty, ANG and RES worldwide. The outcome from this study was delivered to training personnel and interested parties, and will provide a good tool in the process of making utilization field decisions.

TABLE 13

**JOB SATISFACTION INDICATORS FOR AFSC 41AX JOB GROUPS**  
 (PERCENT MEMBERS RESPONDING)  
 (ACTIVE DUTY)

	Fin Prgm Mgt (STG156)	Trainers (STG256)	Staff Pers (STG041)	Medical Readiness (STG102)	Adm/SQ Comdr (STG088)	Resource Mgt (STG 082)
<b>EXPRESSED JOB INTEREST:</b>						
INTERESTING	60	100	74	74	90	91
SO-SO	20	-	12	13	4	3
DULL	-	-	6	-	-	3
<b>PERCEIVED USE OF TALENTS:</b>						
FAIRLY WELL TO PERFECT	80	100	76	74	90	91
NONE TO VERY LITTLE	-	-	16	10	3	4
<b>PERCEIVED USE OF TRAINING:</b>						
FAIRLY WELL TO PERFECT	80	100	70	66	86	82
NONE TO VERY LITTLE	-	-	22	18	8	13
<b>SENSE OF ACCOMPLISHMENT FROM JOB:</b>						
SATISFIED	60	100	66	67	85	70
NEUTRAL	20	-	10	-	1	1
DISSATISFIED	-	-	16	18	7	22

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 13 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 41AX JOB GROUPS  
(PERCENT MEMBERS RESPONDING)  
(ACTIVE DUTY)

	Managed Health Care (STG=085)	Health Info Mgt (STG 097)	Logistics Mgt (STG 084)	Medical- Recruiter (STG 376)	Health Facilities Planner (STG 219)	Tricare Contract Manager (STG 178)
<b>EXPRESSED JOB INTEREST:</b>						
INTERESTING	85	89	87	60	-	17
SO-SO	5	8	3	0	7	17
DULL	4	2	3	0	93	58
<b>PERCEIVED USE OF TALENTS:</b>						
FAIRLY WELL TO PERFECT	87	89	85	80	79	33
NONE TO VERY LITTLE	6	10	8	0	14	50
<b>PERCEIVED USE OF TRAINING:</b>						
FAIRLY WELL TO PERFECT	76	75	77	60	72	66
NONE TO VERY LITTLE	17	24	17	20	21	25
<b>SENSE OF ACCOMPLISHMENT FROM JOB:</b>						
SATISFIED	78	88	91	6	79	42
NEUTRAL	1	-	4	-	-	-
DISSATISFIED	13	13	80	20	14	50

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 14

JOB SATISFACTION INDICATORS FOR AFSC 41AX JOB GROUPS  
 (PERCENT MEMBERS RESPONDING)  
 (ANG AND RES)

	Admin Cluster (STG050)	Logistics Inspec (STG032)	Medical Readiness (STG 074)	Staff Cluster (STG 035)	Cluster (STG 043)	Aeromed Evac	Info Mgt (STG 077)	Asst Aero Officers (STG 048)
<b>EXPRESSED JOB INTEREST:</b>								
INTERESTING	100	69	86	77	70	80	100	
SO-SO	-	-	14	2	11	20	-	
DULL	-	8	-	1	9	-	-	
<b>PERCEIVED USE OF TALENTS:</b>								
FAIRLY WELL TO PERFECT	100	70	86	79	77	80	100	
NONE TO VERY LITTLE	0	8	17	2	13	20	-	
<b>PERCEIVED USE OF TRAINING:</b>								
FAIRLY WELL TO PERFECT	84	46	85	66	69	80	33	
NONE TO VERY LITTLE	17	23	14	12	17	20	67	
<b>SENSE OF ACCOMPLISHMENT FROM JOB:</b>								
SATISFIED	100	54	57	65	70	100	100	
NEUTRAL	-	8	14	3	4	-	-	
DISSATISFIED	-	15	29	11	15	-	-	

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

**APPENDIX A**

**REPRESENTATIVE TASKS PERFORMED BY  
ACTIVE DUTY MEMBERS OF 41AX JOBS**

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TABLE A1  
 FINANCIAL PROGRAM MANAGEMENT JOB  
 (N=5)

TASKS	PERCENT MEMBERS PERFORMING
H0419 Develop budgets or budget estimates	100
C0140 Evaluate budget requirements	100
H0418 Develop budget guidelines	100
H0413 Determine justification for financial shortfalls	100
H0381 Approve or disapprove fund allocations	80
H0380 Approve or disapprove financial plans	80
H0382 Approve or disapprove input to Future Year Defense Plans (FYDPs)	80
H0480 Review recurring budget reports	60
H0379 Approve or disapprove budget guidelines	60
H0398 Conduct or participate in planning meetings	60
H0463 Review budget or budget estimates	60
A0044 Implement directives from higher headquarters	60
H0435 Evaluate justification for financial shortfalls	60
H0440 Forecast project debts, workload and reimbursements	60
H0466 Review fund expenditures	60
G0339 Draft or write inputs to Strategic Health and Resource plans	60
C0138 Conduct staff assistance visits (SAV)	60
H0394 Compile operations and maintenance budgets	40
H0395 Complete cost accounting data	40
H0383 Approve or disapprove input to MTF Strategic Health and Resource Plan (SHRP)	40

TABLE A2

TRAINERS  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
E0237 Prepare lesson plans or lectures	100
E0232 Evaluate progress of trainees	100
E0227 Develop plans of instruction (POIs)	100
E0222 Coordinate training issues with appropriate agencies	100
E0217 Conduct resident course classroom training	80
E0211 Administer or score training tests	80
E0234 Evaluate training methods or techniques	80
E0244 Write training reports	80
A0042 Implement changes in training requirements	80
E0235 Maintain training records, charts, graphs, or files	80
E0224 Counsel trainees on training progress	80
E0243 Write test questions	80
E0238 Procure training aids, space, equipment, or devices	60
E0231 Evaluate effectiveness of training programs	60
A0061 Review course critiques of medical training programs	60
A0006 Assess training requirements for medical personnel	60
E0219 Conduct training conferences or briefings	60
E0221 Coordinate formal training requests with major commands (MAJCOMs) or Headquarters United States Air Force (HQ USAF)	60
A0028 Develop resident course materials	40
E0228 Direct or implement training programs	40

TABLE A3

STAFF CLUSTER  
(N=50)

TASKS	PERCENT MEMBERS PERFORMING
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	90
B0119 Edit correspondence	78
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	76
A0067 Review or edit reports, staff studies and staff summary sheets	72
B0133 Write recommendations for awards, decorations, and recognition programs	68
B0079 Advise subordinates on policies, directives, or procedures	66
B0085 Brief personnel on administrative procedures	58
A0044 Implement directives from higher headquarters	54
A0062 Review directives, manuals, or other unit publications	54
D0204 Review incoming or outgoing correspondence	52
B0090 Counsel personnel on personal or military-related matters	52
B0086 Brief personnel on work priorities	50
A0011 Coordinate incidents with higher headquarters or staff personnel	48
A0056 Prepare responses to congressional inquiries	48
B0114 Draft or write articles for newsletters, pamphlets, or base newspapers	46
C0159 Write staff study reports, surveys, or special reports, other than training reports	44
A0069 Review responses to congressional inquiries	44
A0019 Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies, such as HFO	44
B0087 Conduct feedback counseling sessions	44
A0003 Approve or disapprove personnel actions	44

TABLE A4  
EXECUTIVE OFFICER  
(N=14)

TASKS	PERCENT MEMBERS PERFORMING
B0119 Edit correspondence	93
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	93
A0067 Review or edit reports, staff studies and staff summary sheets	86
B0085 Brief personnel on administrative procedures	86
A0054 Plan itineraries of medical staff visits	86
D0204 Review incoming or outgoing correspondence	79
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	79
B0080 Approve or disapprove duty schedules	79
A0055 Plan support services for staff or other associated activities	71
B0121 Establish work methods or procedures	71
A0065 Review medical administrative articles prior to publication	71
B0090 Counsel personnel on personal or military-related matters	71
D0172 Coordinate commanders' calls with commanders or other agencies	64
A0011 Coordinate incidents with higher headquarters or staff personnel	64
B0122 Evaluate personnel for compliance with performance standards	64
D0183 Establish suspense systems	57
B0120 Establish performance standards for subordinates	57
A0018 Coordinate personnel actions with MPFs	57
A0066 Review or consolidate reports from subordinate units	50
C0159 Write staff study reports, surveys, or special reports, other than training reports	50
A0062 Review directives, manuals, or other unit publications	43

TABLE A5  
PERSONNEL SUPPORT OFFICER  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
B0087 Conduct feedback counseling sessions	100
B0120 Establish performance standards for subordinates	100
B0090 Counsel personnel on personal or military-related matters	100
B0130 Review personal information files (PIFs)	100
B0082 Approve or disapprove temporary duty (TDY) assignments, leaves, or passes	80
B0079 Advise subordinates on policies, directives, or procedures	80
B0086 Brief personnel on work priorities	80
B0085 Brief personnel on administrative procedures	80
B0114 Draft or write articles for newsletters, pamphlets, or base newspapers	80
B0126 Indorse EPRs	80
B0116 Draft or write Enlisted Performance Report (EPRs)	80
B0133 Write recommendations for awards, decorations, and recognition programs	80
B0115 Draft or write civilian performance appraisals	80
A0050 Initiate civilian personnel actions	80
B0122 Evaluate personnel for compliance with performance standards	60
B0131 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	60
B0132 Select personnel for specialized training	60
A0062 Review directives, manuals, or other unit publications	60
A0051 Initiate military personnel action requests	60
B0119 Edit correspondence	40

TABLE A6  
MANPOWER AND PERSONNEL PROGRAM MANAGEMENT  
(N=10)

TASKS	PERCENT MEMBERS PERFORMING
H0472 Review manpower requirements	100
H0415 Determine manpower requirements	100
A0013 Coordinate manpower study reports with appropriate agencies	90
H0405 Coordinate manning or manpower requirements with higher headquarters personnel	80
A0044 Implement directives from higher headquarters	80
H0470 Review manpower change requests	80
E0236 Participate in training conferences or briefings	70
H0414 Determine justification for manpower shortfalls	70
H0406 Coordinate manning or manpower requirements with subordinate unit personnel	70
H0471 Review manpower price-out change studies	70
H0438 Evaluate management manpower reports	60
H0477 Review or update unit manning documents	60
H0447 Initiate manpower studies	60
A0037 Establish policies for MAJCOM unique initiatives	50
H0436 Evaluate justification for manpower shortfalls	50
H0425 Develop methods for cost analysis	40
H0423 Develop inputs into manpower change requests	40
H0384 Approve or disapprove justifications for manpower changes	40
H0452 Prepare inputs for FYDPs	40
H0399 Conduct reapplication of manpower standards	40

TABLE A7  
MEDICAL RESEARCH AND DEVELOPMENT  
(N=6)

TASKS	PERCENT MEMBERS PERFORMING
A0044 Implement directives from higher headquarters	100
A0043 Implement cost-reduction programs	100
A0056 Prepare responses to congressional inquiries	100
A0067 Review or edit reports, staff studies and staff summary sheets	83
A0013 Coordinate manpower study reports with appropriate agencies	83
A0011 Coordinate incidents with higher headquarters or staff personnel	83
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	83
A0002 Approve or disapprove organizational or functional charts	83
A0031 Draft or write recommendations for corrective actions on congressional inquiries	83
A0003 Approve or disapprove personnel actions	83
A0070 Review responses to legislation items	83
A0069 Review responses to congressional inquiries	83
C0159 Write staff study reports, surveys, or special reports, other than training reports	67
A0018 Coordinate personnel actions with MPFs	67
A0019 Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies, such as HFO	67
A0022 Design or conduct personnel studies	50
A0037 Establish policies for MAJCOM unique initiatives	50
A0026 Develop organizational or functional charts	50
A0062 Review directives, manuals, or other unit publications	50
A0066 Review or consolidate reports from subordinate units	50

TABLE A8  
MEDICAL READINESS CLUSTER  
(N=39)

TASKS	PERCENT MEMBERS PERFORMING
B0104 Direct operations of medical readiness activities	95
A0025 Develop inputs to deployment, contingency, disaster preparedness, unit emergency, or alert plans	92
A0039 Evaluate requirements for Contingency Support Plans (CSPs)	92
J0590 Review unit exercise reports	92
J0589 Review SORTS reports	92
J0587 Review operation plans	90
A0040 Evaluate requirements for Disaster Casualty Control Plan (DCCPs)	90
J0586 Review medical annexes to contingency plans, such as field training exercise plans	85
D0160 Annotate or destroy classified materials	85
J0593 Write medical annexes to contingency plans, such as field training exercise plans	82
J0567 Deploy deployment teams and equipment	82
J0579 Maintain or update medical readiness plans	79
J0592 Track compliance rate of medical readiness training	79
A0015 Coordinate on medical annexes to subordinate base disaster preparedness plans	79
J0575 Evaluate readiness, deployment, or disaster preparedness' teams training	79
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	79
J0571 Develop medical readiness training	77
J0565 Coordinate deployment teams and equipment with appropriate agencies	74
J0591 Schedule personnel for medical readiness, deployment, or disaster preparedness team training	74
J0566 Coordinate exercises or exercise planning with affected base or civilian agencies	72

TABLE A9  
HQ MEDICAL PLANS AND READINESS  
(N=6)

TASKS	PERCENT MEMBERS PERFORMING
B0104 Direct operations of medical readiness activities	100
A0062 Review directives, manuals, or other unit publications	100
A0025 Develop inputs to deployment, contingency, disaster preparedness, unit emergency, or alert plans	100
A0039 Evaluate requirements for Contingency Support Plans (CSPs)	100
J0590 Review unit exercise reports	100
D0160 Annotate or destroy classified materials	100
C0138 Conduct staff assistance visits (SAV)	100
A0044 Implement directives from higher headquarters	83
A0066 Review or consolidate reports from subordinate units	83
A0006 Assess training requirements for medical personnel	83
J0589 Review SORTS reports	83
J0586 Review medical annexes to contingency plans, such as field training exercise plans	83
A0040 Evaluate requirements for Disaster Casualty Control Plan (DCCPs)	83
C0157 Participate as member of inspector general (IG) team	83
J0587 Review operation plans	67
A0015 Coordinate on medical annexes to subordinate base disaster preparedness plans	67
E0236 Participate in training conferences or briefings	67
C0151 Evaluate replies to inspection reports	67
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	67
J0592 Track compliance rate of medical readiness training	50
C0158 Review inspection reports or procedures	50

TABLE A10  
CHIEF, MEDICAL READINESS OFFICE  
(N=24)

TASKS	PERCENT MEMBERS PERFORMING
B0104 Direct operations of medical readiness activities	100
J0571 Develop medical readiness training	100
J0587 Review operation plans	100
J0575 Evaluate readiness, deployment, or disaster preparedness' teams training	100
J0592 Track compliance rate of medical readiness training	100
J0588 Review recall rosters	100
J0569 Develop CSPs	96
J0586 Review medical annexes to contingency plans, such as field training exercise plans	96
J0566 Coordinate exercises or exercise planning with affected base or civilian agencies	96
J0590 Review unit exercise reports	96
J0570 Develop DCCPs	92
J0563 Conduct continuing medical readiness training (CMRT)	92
J0562 Compile or prepare unit exercise reports	92
J0591 Schedule personnel for medical readiness, deployment, or disaster preparedness team training	92
J0567 Deploy deployment teams and equipment	92
J0565 Coordinate deployment teams and equipment with appropriate agencies	88
J0560 Brief mobility members on duties and responsibilities	88
J0558 Assign personnel to deployment positions	83
J0574 Direct the activities of the medical control center	79
D0178 Develop or update checklists	75

TABLE A11  
ADMINISTRATORS AND SQUADRON COMMANDERS CLUSTER  
(N=134)

TASKS	PERCENT MEMBERS PERFORMING
B0079 Advise subordinates on policies, directives, or procedures	95
B0119 Edit correspondence	94
B0133 Write recommendations for awards, decorations, and recognition programs	94
B0087 Conduct feedback counseling sessions	94
B0120 Establish performance standards for subordinates	92
B0122 Evaluate personnel for compliance with performance standards	91
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	90
A0044 Implement directives from higher headquarters	88
A0005 Approve or disapprove work assignments or priorities	88
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	85
B0090 Counsel personnel on personal or military-related matters	85
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	84
B0082 Approve or disapprove temporary duty (TDY) assignments, leaves, or passes	84
B0116 Draft or write Enlisted Performance Report (EPRs)	80
A0003 Approve or disapprove personnel actions	80
C0140 Evaluate budget requirements	79
B0088 Conduct supervisory orientations of newly assigned personnel	78
B0117 Draft or write job or position descriptions	78
A0062 Review directives, manuals, or other unit publications	77

TABLE A12  
PERSONNEL OFFICER  
(N=47)

TASKS	PERCENT MEMBERS PERFORMING
B0079 Advise subordinates on policies, directives, or procedures	98
B0090 Counsel personnel on personal or military-related matters	96
B0122 Evaluate personnel for compliance with performance standards	96
B0120 Establish performance standards for subordinates	96
B0133 Write recommendations for awards, decorations, and recognition programs	94
B0087 Conduct feedback counseling sessions	94
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	89
B0082 Approve or disapprove temporary duty (TDY) assignments, leaves, or passes	87
B0121 Establish work methods or procedures	83
A0051 Initiate military personnel action requests	83
B0117 Draft or write job or position descriptions	83
B0126 Indorse EPRs	81
B0085 Brief personnel on administrative procedures	77
C0146 Evaluate job or position descriptions	74
B0130 Review personal information files (PIFs)	72
A0062 Review directives, manuals, or other unit publications	68
A0050 Initiate civilian personnel actions	68
0018 Coordinate personnel actions with MPFs	66
B0128 Interview job applicants	66
A0067 Review or edit reports, staff studies and staff summary sheets	64

TABLE A13

SQ COMMANDERS  
(N=13)

TASKS	PERCENT MEMBERS PERFORMING
A0063 Review hospital incident statements or reports	92
C0145 Evaluate inspection report findings	92
A0004 Approve or disapprove requests for action by facilities management	92
A0011 Coordinate incidents with higher headquarters or staff personnel	92
C0141 Evaluate compliance with JCAHO standards	85
B0118 Draft or write Officer Performance Report (OPRs)	84
H0380 Approve or disapprove financial plans	77
A0062 Review directives, manuals, or other unit publications	77
A0069 Review responses to congressional inquiries	77
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	69
A0076 Track Joint Commission on Accreditation of Healthcare Organizational (JCAHO) standards	69
D0171 Conduct recognition ceremonies	62
H0381 Approve or disapprove fund allocations	62
B0122 Evaluate personnel for compliance with performance standards	62
A0056 Prepare responses to congressional inquiries	62
D0204 Review incoming or outgoing correspondence	54
H0379 Approve or disapprove budget guidelines	54
J0590 Review unit exercise reports	54
J0587 Review operation plans	54
B0116 Draft or write Enlisted Performance Report (EPRs)	54
A0031 Draft or write recommendations for corrective actions on congressional inquiries	54
C0142 Evaluate compliance with National Fire Prevention Act (NFPA) standards	47
B0126 Indorse EPRs	46

TABLE A14  
ADMINISTRATORS  
N=63

TASKS	PERCENT MEMBERS PERFORMING
B0131 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	91
B0131 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	91
H0474 Review memoranda of understanding, host-tenant support, or interservice agreements	71
H0381 Approve or disapprove fund allocations	81
C0158 Review inspection reports or procedures	81
H0386 Approve or disapprove requisitions for equipment or supplies	81
A0012 Coordinate manning assistance requests with other agencies	81
H0472 Review manpower requirements	78
B0087 Conduct feedback counseling sessions	98
A0044 Implement directives from higher headquarters	97
B0133 Write recommendations for awards, decorations, and recognition programs	97
C0140 Evaluate budget requirements	97
B0122 Evaluate personnel for compliance with performance standards	97
A0005 Approve or disapprove work assignments or priorities	97
B0079 Advise subordinates on policies, directives, or procedures	95
H0384 Approve or disapprove justifications for manpower changes	92
B0082 Approve or disapprove temporary duty (TDY) assignments, leaves, or passes	92
B0116 Draft or write Enlisted Performance Report (EPRs)	91
A0067 Review or edit reports, staff studies and staff summary sheets	90
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	90
A0062 Review directives, manuals, or other unit publications	90

TABLE A15  
 RESOURCE MANAGEMENT CLUSTER  
 (N=67)

TASKS	PERCENT MEMBERS PERFORMING
H0463 Review budget or budget estimates	93
C0140 Evaluate budget requirements	90
H0426 Develop recommendations for allocation of unit funds	90
H0425 Develop methods for cost analysis	88
H0413 Determine justification for financial shortfalls	88
B0111 Direct operations of resource management activities	84
H0459 Present status of funds to executive committee	84
H0419 Develop budgets or budget estimates	82
H0398 Conduct or participate in planning meetings	82
H0460 Present unit budget requirements to executive committee	82
H0480 Review recurring budget reports	81
H0394 Compile operations and maintenance budgets	81
B0133 Write recommendations for awards, decorations, and recognition programs	81
H0466 Review fund expenditures	79
B0087 Conduct feedback counseling sessions	79
B0116 Draft or write Enlisted Performance Report (EPRs)	79
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	78
H0435 Evaluate justification for financial shortfalls	78
H0449 Perform cost benefit analysis	78
H0472 Review manpower requirements	78
H0378 Allocate unit funds	76

TABLE A16  
CHIEF, RESOURCE MANAGEMENT  
(N=67)

TASKS	PERCENT MEMBERS PERFORMING
H0463 Review budget or budget estimates	96
H0413 Determine justification for financial shortfalls	96
H0426 Develop recommendations for allocation of unit funds	94
H0460 Present unit budget requirements to executive committee	92
C0140 Evaluate budget requirements	90
H0459 Present status of funds to executive committee	90
H0419 Develop budgets or budget estimates	88
H0394 Compile operations and maintenance budgets	88
H0398 Conduct or participate in planning meetings	88
H0425 Develop methods for cost analysis	88
H0472 Review manpower requirements	88
H0378 Allocate unit funds	87
H0480 Review recurring budget reports	87
H0415 Determine manpower requirements	87
H0466 Review fund expenditures	85
H0421 Develop cost-center managers handbooks	85
H0477 Review or update unit manning documents	85
H0474 Review memoranda of understanding, host-tenant support, or interservice agreements	85
H0470 Review manpower change requests	85
H0481 Review reports of patients	85

TABLE A17  
DIRECTOR, FINANCIAL MANAGEMENT  
(N=6)

TASKS	PERCENT MEMBERS PERFORMING
B0111 Direct operations of resource management activities	100
C0140 Evaluate budget requirements	100
H0380 Approve or disapprove financial plans	100
H0381 Approve or disapprove fund allocations	83
H0466 Review fund expenditures	83
H0437 Evaluate justification of changes to budget allocations	83
H0454 Prepare justification of changes to budget allocations	83
H0394 Compile operations and maintenance budgets	83
H0435 Evaluate justification for financial shortfalls	83
H0425 Develop methods for cost analysis	67
H0395 Complete cost accounting data	67
H0379 Approve or disapprove budget guidelines	67
H0492 Update inputs to unit budget	67
H0418 Develop budget guidelines	67
H0439 Evaluate resource sharing proposals	67
H0459 Present status of funds to executive committee	50
H0398 Conduct or participate in planning meetings	50
H0417 Determine priority of program or project requirements	50
H0449 Perform cost benefit analysis	50
G0339 Draft or write inputs to Strategic Health and Resource plans	50
H0383 Approve or disapprove input to MTF Strategic Health and Resource Plan (SHRP)	50

TABLE A18  
MANAGED HEALTH CARE CLUSTER  
(N=82)

TASKS	PERCENT MEMBERS PERFORMING
G0305 Analyze potential managed care initiatives	94
G0304 Analyze demographic studies	90
B0079 Advise subordinates on policies, directives, or procedures	87
G0314 Conduct TriCare educational briefings to beneficiaries and medical staff personnel	84
B0087 Conduct feedback counseling sessions	84
B0117 Draft or write job or position descriptions	84
B0122 Evaluate personnel for compliance with performance standards	83
G0350 Identify MTF specific managed care initiatives	80
G0354 Implement marketing programs	80
G0324 Coordinate TriCare educational briefings with MTF personnel and regional appropriate agencies	80
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	80
G0351 Identify needs for new health care programs	80
B0114 Draft or write articles for newsletters, pamphlets, or base newspapers	79
G0319 Coordinate managed care initiatives with other regional MTFs	78
B0120 Establish performance standards for subordinates	78
G0327 Coordinate with lead agency and higher headquarters for potential partnerships, MOU, and resource sharing	77
G0331 Develop marketing materials	77
G0346 Evaluate cost-effectiveness of health care services	76
G0311 Conduct demographic studies	76
G0320 Coordinate Managed Care Support Contract (MCSC) issues with Lead Agency and contractors	74
G0309 Brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements	74

TABLE A19  
MARKETING DIRECTOR, LEAD AGENCY  
(N=16)

TASKS	PERCENT MEMBERS PERFORMING
G0305 Analyze potential managed care initiatives	100
G0320 Coordinate Managed Care Support Contract (MCSC) issues with Lead Agency and contractors	88
G0304 Analyze demographic studies	81
B0098 Direct operations of managed care activities	75
G0314 Conduct TriCare educational briefings to beneficiaries and medical staff personnel	75
G0319 Coordinate managed care initiatives with other regional MTFs	75
G0351 Identify needs for new health care programs	75
E0236 Participate in training conferences or briefings	69
G0348 Evaluate the MCSC	63
G0350 Identify MTF specific managed care initiatives	63
G0346 Evaluate cost-effectiveness of health care services	63
B0114 Draft or write articles for newsletters, pamphlets, or base newspapers	63
B0079 Advise subordinates on policies, directives, or procedures	63
G0354 Implement marketing programs	56
G0347 Evaluate regional or MTF proposals for the MCSC	56
G0324 Coordinate TriCare educational briefings with MTF personnel and regional appropriate agencies	56
G0331 Develop marketing materials	56
G0311 Conduct demographic studies	56
G0309 Brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements	50
G0363 Publish periodic newsletters	44

TABLE A20  
TRICARE DIRECTOR/PATIENT ADMINISTRATION  
(N=11)

TASKS	PERCENT MEMBERS PERFORMING
B0109 Direct operations of patient administration activities	100
L0690 Analyze data from patient concerns, complaints, or questionnaires	100
L0713 Evaluate outpatient records procedures	100
B0108 Direct operations of outpatient records activities	100
L0707 Develop inpatient or outpatient procedures	100
B0079 Advise subordinates on policies, directives, or procedures	100
L0700 Coordinate search for misplaced outpatient records or films	100
B0097 Direct operations of inpatient records	91
L0704 Coordinate update of hospital information booklets with hospital departments	91
B0093 Direct operations of admissions and disposition (A&D) activities	82
L0725 Review department standards	82
B0099 Direct operations of medical board activities	82
L0699 Coordinate requests for release of medical information, such as Freedom of Information Act requests	82
L0720 Resolve problems with incoming or outgoing patients with other hospital sections	73
L0706 Develop appointment systems	73
C0150 Evaluate records management filing systems	73
L0693 Conduct patient administration briefings	73
L0732 Track patient inquiries questionnaires	64
C0154 Evaluate suggestions	64
L0702 Coordinate special handling of urgent or priority patients with appropriate agencies	64

TABLE A21  
TRICARE FLIGHT OFFICERS  
(N=52)

TASKS	PERCENT MEMBERS PERFORMING
G0327 Coordinate with lead agency and higher headquarters for potential partnerships, MOU, and resource sharing	94
G0333 Develop referral procedures	88
G0310 Brief professional staff on referral process or problems	88
G0330 Develop inputs into the development of provider networks	85
G0334 Develop sharing agreements	83
G0366 Review accessibility of appointments with MTF providers	83
G0339 Draft or write inputs to Strategic Health and Resource plans	83
B0121 Establish work methods or procedures	83
G0312 Conduct focus group meetings	71
G0348 Evaluate the MCSC	69
G0326 Coordinate unresolved benefits inquiries with other agencies, such as claims processors, case managers, or providers	69
G0316 Coordinate CHAMPUS recaptures with appropriate personnel	67
G0376 Verify enrollment of eligible beneficiaries in managed care program	67
G0363 Publish periodic newsletters	63
G0313 Conduct newcomers health programs information briefing	63
G0362 Prepare business case analysis	62
G0321 Coordinate outstanding CHAMPUS claims with appropriate personnel	62
G0369 Review NAS summary data for trends	62
G0364 Regulate MCSC contractor to ensure contract compliance	60
G0345 Evaluate CHCS products	60
G0361 Negotiate discounted rates for medical services such as partnership, CHAMPUS, VA/DOD	60

TABLE A22  
INFORMATION MANAGEMENT CLUSTER  
N=62

TASKS	PERCENT MEMBERS PERFORMING
I0520 Evaluate hardware or software requests	95
I0499 Compile hardware and software needs	94
I0496 Allocate computer hardware	90
I0524 Initiate requests for hardware or software	90
I0514 Draft or write inputs into system plans	89
B0133 Write recommendations for awards, decorations, and recognition programs	87
I0529 Investigate trends for future computer buys	85
I0549 Review utilization of computer resources	85
I0518 Evaluate computer systems performance	85
I0521 Evaluate information systems computer programs	84
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	84
I0516 Evaluate computer systems implementation plans	84
I0530 Load computer system software releases or updates	82
I0509 Develop medical computer systems implementation plans	81
I0525 Initiate system support outside of MTF such as ComSQ or Command	81
B0102 Direct operations of medical information systems activities	79
I0498 Change computer systems configurations	77
I0519 Evaluate computer systems security plans	77
I0522 Evaluate risk analysis procedures for computer systems	77
I0539 Perform software loads	73
I0550 Run computer utilities, such as diagnostic utilities	73

TABLE A23  
CHIEF, INFORMATION MANAGEMENT  
(N=62)

TASKS	PERCENT MEMBERS PERFORMING
B0086 Brief personnel on work priorities	100
A0005 Approve or disapprove work assignments or priorities	100
B0087 Conduct feedback counseling sessions	100
B0102 Direct operations of medical information systems activities	88
I0514 Draft or write inputs into system plans	88
I0529 Investigate trends for future computer buys	88
I0520 Evaluate hardware or software requests	88
B0085 Brief personnel on administrative procedures	88
B0120 Establish performance standards for subordinates	88
B0117 Draft or write job or position descriptions	88
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	75
I0516 Evaluate computer systems implementation plans	75
A0036 Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	75
B0124 Evaluate work schedules	75
C0155 Evaluate vendor specifications or proposals	75
C0137 Conduct self-inspection	75
C0140 Evaluate budget requirements	63
B0121 Establish work methods or procedures	63
A0048 Implement security programs	63
C0144 Evaluate equipment requirements	50

TABLE A24  
INFORMATION SYSTEM PROGRAM AND POLICY MANAGER  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
C0159 Write staff study reports, surveys, or special reports, other than training reports	100
H0419 Develop budgets or budget estimates	100
B0114 Draft or write articles for newsletters, pamphlets, or base newspapers	100
B0079 Advise subordinates on policies, directives, or procedures	100
C0148 Evaluate personnel for specialized training	100
A0065 Review medical administrative articles prior to publication	100
A0058 Propose new training programs	100
I0529 Investigate trends for future computer buys	80
I0514 Draft or write inputs into system plans	80
H0398 Conduct or participate in planning meetings	80
H0417 Determine priority of program or project requirements	80
H0415 Determine manpower requirements	80
A0069 Review responses to congressional inquiries	80
A0070 Review responses to legislation items	80
A0043 Implement cost-reduction programs	80
H0418 Develop budget guidelines	60
H0380 Approve or disapprove financial plans	60
H0413 Determine justification for financial shortfalls	60
H0381 Approve or disapprove fund allocations	60
H0394 Compile operations and maintenance budgets	60
H0379 Approve or disapprove budget guidelines	60
H0466 Review fund expenditures	60

TABLE A25  
 INFORMATION SYSTEM PROGRAM TECHNICAL MANAGER  
 N=5

TASKS	PERCENT MEMBERS PERFORMING
I0520 Evaluate hardware or software requests	100
I0499 Compile hardware and software needs	100
I0549 Review utilization of computer resources	100
I0519 Evaluate computer systems security plans	100
I0522 Evaluate risk analysis procedures for computer systems	100
I0496 Allocate computer hardware	97
I0529 Investigate trends for future computer buys	97
I0518 Evaluate computer systems performance	97
I0516 Evaluate computer systems implementation plans	97
I0515 Evaluate computer systems contingency plans	97
I0524 Initiate requests for hardware or software	94
I0498 Change computer systems configurations	94
I0509 Develop medical computer systems implementation plans	94
I0530 Load computer system software releases or updates	94
I0523 Implement self-inspection programs	94
I0511 Develop medical computer systems security plans	94
I0552 Schedule repairs of computer systems	94
I0514 Draft or write inputs into system plans	91
I0521 Evaluate information systems computer programs	91
I0525 Initiate system support outside of MTF such as ComSQ or Command	91

TABLE A26  
NETWORK OPS MANAGER  
(N=7)

TASKS	PERCENT MEMBERS PERFORMING
I0540 Perform system administration, such as add/delete users, issue passwords	100
I0527 Install computer systems	100
I0553 Troubleshoot communications problems	100
I0539 Perform software loads	100
I0530 Load computer system software releases or updates	100
I0554 Troubleshoot hardware problems, other than printers	86
I0503 Create specialized computer generated reports	86
I0504 Develop backup recovery procedures for computer systems	86
I0498 Change computer systems configurations	86
I0541 Perform system shutdown or start-up procedures	86
I0536 Perform computer systems network maintenance	86
I0524 Initiate requests for hardware or software	86
I0545 Restart single users after workstation hang-ups	86
I0546 Restore software	86
I0556 Troubleshoot software problems	71
I0555 Troubleshoot printer problems	71
I0537 Perform full-volume backups or restores	71
I0538 Perform preventive maintenance on computer hardware	71
I0543 Reorganize data bases	71
I0526 Install communication systems	57
I0500 Conduct computer systems users group meetings	43

TABLE A27  
LOGISTIC MANAGEMENT CLUSTER  
(N=78)

TASKS	PERCENT MEMBERS PERFORMING
K0596 Act as liaison between contracting and user or facility	90
K0639 Evaluate equipment requests	87
C0144 Evaluate equipment requirements	87
K0599 Brief commanders or hospital administrators on equipment requirements	86
B0079 Advise subordinates on policies, directives, or procedures	86
B0120 Establish performance standards for subordinates	85
B0122 Evaluate personnel for compliance with performance standards	83
C0137 Conduct self-inspection	82
C0147 Evaluate maintenance or use of equipment, supplies, or workspace	79
A0023 Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	78
K0659 Prioritize supplies and equipment request	77
B0101 Direct operations of medical equipment activities	76
B0082 Approve or disapprove temporary duty (TDY) assignments, leaves, or passes	76
K0660 Regulate IMPAC program	74
K0595 Act as liaison between civil engineering and user	74
K0672 Review new item requests	74
B0121 Establish work methods or procedures	73
K0611 Coordinate maintenance of facilities with appropriate agencies	73
C0141 Evaluate compliance with JCAHO standards	72
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	72
K0663 Review Accounting and Finance Reports	71
K0621 Determine priorities for WRM procurement	71
K0638 Evaluate equipment maintenance or repair requests	71
K0671 Review monthly stock status reports	69
K0612 Coordinate project alteration requirements with medical and BCE personnel	69
B0103 Direct operations of medical maintenance activities	69
K0658 Prepare specifications for service contracts	69

TABLE A28  
CLINICAL ENGINEERING  
(N=6)

TASKS	PERCENT MEMBERS PERFORMING
B0101 Direct operations of medical equipment activities	100
K0629 Direct the equipment turn-in program	83
B0090 Counsel personnel on personal or military-related matters	83
B0120 Establish performance standards for subordinates	83
B0124 Evaluate work schedules	83
B0122 Evaluate personnel for compliance with performance standards	83
B0106 Direct operations of medical supply activities	67
K0639 Evaluate equipment requests	67
B0100 Direct operations of medical contract service activities	67
C0144 Evaluate equipment requirements	67
B0103 Direct operations of medical maintenance activities	67
K0634 Evaluate availability of WRM funds	67
K0621 Determine priorities for WRM procurement	67
K0617 Coordinate WRM requirements with MTF professional staff	67
K0671 Review monthly stock status reports	50
K0651 Maintain levels of equipment	50
K0602 Conduct equipment inventory	50
K0630 Direct the non-medical supply program	50
C0147 Evaluate maintenance or use of equipment, supplies, or workspace	50

TABLE A29  
CHIEF, MEDICAL LOGISTICS  
(N=50)

TASKS	PERCENT MEMBERS PERFORMING
K0596 Act as liaison between contracting and user or facility	96
C0137 Conduct self-inspection	96
B0106 Direct operations of medical supply activities	94
C0144 Evaluate equipment requirements	94
C0147 Evaluate maintenance or use of equipment, supplies, or workspace	94
K0639 Evaluate equipment requests	92
B0122 Evaluate personnel for compliance with performance standards	92
K0660 Regulate IMPAC program	90
K0672 Review new item requests	90
K0659 Prioritize supplies and equipment request	90
K0599 Brief commanders or hospital administrators on equipment requirements	90
K0605 Conduct supply inventory	90
K0677 Review purchases made on the local purchase agreement contract program	88
C0149 Evaluate procedures for storage, inventory, or inspection of property items	88
K0643 Identify requirements for WRM project funding	88
B0112 Direct operations of War Reserve Material (WRM) activities	86
A0023 Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	86
D0185 Inventory equipment, tools, or supplies	82
C0155 Evaluate vendor specification or proposals	76
K0685 Track purchased items	74

TABLE A30  
MTF FACILITY MANAGER  
(N=9)

TASKS	PERCENT MEMBERS PERFORMING
K0595 Act as liaison between civil engineering and user	100
K0612 Coordinate project alteration requirements with medical and BCE personnel	100
N0828 Track facility design progress	100
N0815 Participate in inspections of construction projects	100
K0611 Coordinate maintenance of facilities with appropriate agencies	100
C0141 Evaluate compliance with JCAHO standards	100
K0610 Coordinate facility utilization with affected functional areas	100
K0656 Perform space utilization studies	100
N0814 Maintain MILCON or O & M project files and documentation	100
K0607 Coordinate availability of project funds with BCEs	100
K0603 Conduct fire, safety or security inspections	100
N0813 Interpret compliance evaluation reports such as JCAHO, NFPA or OSHA	100
K0627 Develop life safety plans	100
K0622 Develop 5 year facility master plan	100
K0645 Implement building key control programs	100
N0809 Develop recommendations in preparation of a JCAHO statement of condition	100
K0679 Review status logs on approved work requests	100
K0632 Establish building key control program plans	100
K0668 Review fire, safety, or security inspections results	100
K0673 Review or verify expenditures in civil engineering (CE) reimbursables	100
K0626 Develop hospital parking area plans	100
N0815 Participate in inspections of construction projects	100
N0814 Maintain MILCON or O & M project files and documentation	100
C0156 Inspect hospital or medical treatment facilities	89
K0657 Prepare single-line drawings to accompany work order requests	89
N0805 Develop inputs into corrective action plan for JCAHO or NFPA compliance	89

TABLE A31  
LOGISTIC SUPPLY OFFICER  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
K0652 Maintain levels of supplies	100
K0600 Certify services rendered for payment	100
K0601 Compile supplies and equipment request	100
K0653 Maintain the vehicle control program	100
K0650 Maintain accountability of controlled drugs	100
K0629 Direct the equipment turn-in program	100
K0679 Review status logs on approved work requests	100
K0638 Evaluate equipment maintenance or repair requests	100
K0608 Coordinate custodial service purchase requests with contracting office	100
K0607 Coordinate availability of project funds with BCEs	100
K0630 Direct the non-medical supply program	100
K0597 Act as liaison between prime vendors and users	80
K0596 Act as liaison between contracting and user or facility	80
K0675 Review project drawings or specifications for medical construction projects	80
K0665 Review emergency generator test results	80
K0658 Prepare specifications for service contracts	80
K0664 Review budget requests for maintenance and minor construction on MTFs	80
K0640 Evaluate warranty and maintenance contracts	80
K0622 Develop 5 year facility master plan	80
K0628 Direct prime vendor programs	80
K0670 Review logs of service or minor construction requests	60

TABLE A32  
MEDICAL RECRUITER  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
M0779 Review refined health professional Priority lead listings	100
M0753 Conduct one-on-one health professional COIs	100
M0764 Explain benefits of the Air Force to prospects or civic groups	100
M0748 Conduct health professional applicant interviews	100
M0777 Review individual office telephone logs	100
M0775 Review forms associated with physician applications	100
M0778 Review medical applications package	100
M0745 Clarify or validate prospect' objectives and concerns	100
M0774 Review curriculum vitae (CV)	100
M0771 Research national and area level medical professional organizations for prospects	100
M0763 Evaluate equipment maintenance for mission capacity impact	100
M0754 Conduct personnel follow-up visit to health professional applicants	100
M0751 Conduct medical school visitations	100
M0761 Direct the refinement of lead lists, such as pre-approach, COIs, national	100
B0128 Interview job applicants	80
M0783 Schedule commissioning ceremonies	80
M0757 Contact school counselors or teachers for prospects or pre-approach information	80
M0739 Arrange squadron officer's one-on-one interview with health professional applicant	80
M0780 Review safety logs	80
M0785 Schedule medical service liaison officer (MSLO) interviews such as consultant	80
M0762 Escort applicants	80

TABLE A33  
HEALTH FACILITIES COORDINATOR JOB  
(N=14)

TASKS	PERCENT MEMBERS PERFORMING
N0793 Conduct facility studies such as interior design, space utilization, engineering assessment, communication	100
N0796 Coordinate facility design concerns with appropriate agencies	100
N0798 Coordinate with appropriate base agencies on building and site issues	100
N0787 Advise construction agency in preparing phasing plans	100
N0800 Define facility project space requirements	93
N0828 Track facility design progress	93
N0788 Advise the MTF in transition planning	93
N0799 Defend MILCON project	93
N0792 Approve or disapprove shop drawings, equipment or other submittals	93
N0794 Coordinate and secure facility project approval with AF and DOD agencies	93
N0817 Participate in the health facility site selection and approval process	93
N0814 Maintain MILCON or O&M project files and documentation	86
N0827 Track construction schedules	86
N0801 Determine project and funding source for O&M or MILCON projects	86
N0803 Develop cost estimates for MILCON or O&M projects	86
N0795 Coordinate construction oversight of follow-on Operation and Maintenance (O&M) projects with appropriate agencies	86
N0816 Participate in the architect and engineering selection process	86
N0808 Develop project information files	79
N0831 Write project progress reports	79

TABLE A34  
TRICARE CONTRACTOR JOB  
(N=12)

TASKS	PERCENT MEMBERS PERFORMING
G0347 Evaluate regional or MTF proposals for the MCSC	100
G0320 Coordinate Managed Care Support Contract (MCSC) issues with Lead Agency and contractors	100
G0346 Evaluate cost-effectiveness of health care services	100
G0327 Coordinate with lead agency and higher headquarters for potential partnerships, MOU, and resource sharing	100
G0305 Analyze potential managed care initiatives	100
G0348 Evaluate the MCSC	92
G0377 Write inputs to the MCSC	92
G0334 Develop sharing agreements	92
G0332 Develop MTF specific requirements in support of the MCSC contracts	83
G0351 Identify needs for new health care programs	83
G0304 Analyze demographic studies	83
G0317 Coordinate contracts for civilian medical care with other agencies	83
G0350 Identify MTF specific managed care initiatives	75
G0311 Conduct demographic studies	75
G0364 Regulate MCSC contractor to ensure contract compliance	67
G0319 Coordinate managed care initiatives with other regional MTFs	67
G0316 Coordinate CHAMPUS recaptures with appropriate personnel	67
G0324 Coordinate TriCare educational briefings with MTF personnel and regional appropriate agencies	67
G0362 Prepare business case analysis	58
G0339 Draft or write inputs to Strategic Health and Resource plans	58

TABLE 13 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 41AX JOB GROUPS  
(PERCENT MEMBERS RESPONDING)  
(ACTIVE DUTY)

	Managed Health Care (STG=085)	Info Mgt (STG 097)	Logistics Mgt (STG 084)	Medical- Recruiter (STG 376)	Health Facilities Planner (STG 219)	Tricare Contract Manager (STG 178)
<b>EXPRESSED JOB INTEREST:</b>						
INTERESTING	85	89	87	60	-	17
SO-SO	5	8	3	0	7	17
DULL	4	2	3	0	93	58
<b>PERCEIVED USE OF TALENTS:</b>						
FAIRLY WELL TO PERFECT	87	89	85	80	79	33
NONE TO VERY LITTLE	6	10	8	0	14	50
<b>PERCEIVED USE OF TRAINING:</b>						
FAIRLY WELL TO PERFECT	76	75	77	60	72	66
NONE TO VERY LITTLE	17	24	17	20	21	25
<b>SENSE OF ACCOMPLISHMENT FROM JOB:</b>						
SATISFIED	78	88	91	6	79	42
NEUTRAL	1	-	4	-	-	-
DISSATISFIED	13	13	13	80	20	14
						50

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 14

**JOB SATISFACTION INDICATORS FOR AFSC 41AX JOB GROUPS**  
**(PERCENT MEMBERS RESPONDING)**  
**(ANG AND RES)**

	Admin Cluster (STG050)	Logistics Inspec Cluster (STG032)	Medical Readiness (STG 074)	Staff Cluster (STG 035)	Aeromed Evac Cluster (STG 043)	Info Mgt (STG 077)	Asst Aero Officers (STG 048)
<b>EXPRESSED JOB INTEREST:</b>							
INTERESTING	100	69	86	77	70	80	100
SO-SO	-	-	14	2	11	20	-
DULL	-	8	-	1	9	-	-
<b>PERCEIVED USE OF TALENTS:</b>							
FAIRLY WELL TO PERFECT	100	70	86	79	77	80	100
NONE TO VERY LITTLE	0	8	17	2	13	20	-
<b>PERCEIVED USE OF TRAINING:</b>							
FAIRLY WELL TO PERFECT	84	46	85	66	69	80	33
NONE TO VERY LITTLE	17	23	14	12	17	20	67
<b>SENSE OF ACCOMPLISHMENT FROM JOB:</b>							
SATISFIED	100	54	57	65	70	100	100
NEUTRAL	-	8	14	3	4	-	-
DISSATISFIED	-	15	29	11	15	-	-

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

**APPENDIX A**

**REPRESENTATIVE TASKS PERFORMED BY  
ACTIVE DUTY MEMBERS OF 41AX JOBS**

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**APPENDIX B**

**REPRESENTATIVE TASKS PERFORMED BY  
ANG/RES ACTIVE DUTY MEMBERS OF 41AX JOBS**

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TABLE B1  
ADMINISTRATORS CLUSTER  
(N=6)

TASKS	PERCENT MEMBERS PERFORMING
B0079 Advise subordinates on policies, directives, or procedures	100
B0119 Edit correspondence	83
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	67
B0090 Counsel personnel on personal or military-related matters	67
B0122 Evaluate personnel for compliance with performance standards	50
C0145 Evaluate inspection report findings	50
B0120 Establish performance standards for subordinates	50
B0087 Conduct feedback counseling sessions	50
A0044 Implement directives from higher headquarters	50
B0121 Establish work methods or procedures	33
B0085 Brief personnel on administrative procedures	33
B0127 Indorse OPRs	33
B0086 Brief personnel on work priorities	33
C0158 Review inspection reports or procedures	33
A0026 Develop organizational or functional charts	33

TABLE B2  
CHIEF OF OPERATIONS  
(N=3)

TASKS	PERCENT MEMBERS PERFORMING
B0118 Draft or write Officer Performance Report (OPRs)	100
B0122 Evaluate personnel for compliance with performance standards	100
B0120 Establish performance standards for subordinates	100
B0079 Advise subordinates on policies, directives, or procedures	100
B0087 Conduct feedback counseling sessions	67
B0133 Write recommendations for awards, decorations, and recognition programs	67
B0105 Direct operations of medical squadron administrative activities	67
A0005 Approve or disapprove work assignments or priorities	67
D0167 Conduct general meetings, such as staff meetings, briefings, or conferences	67
C0158 Review inspection reports or procedures	67
B0090 Counsel personnel on personal or military-related matters	67
A0026 Develop organizational or functional charts	67
B0126 Indorse EPRs	33
B0109 Direct operations of patient administration activities	33
A0036 Establish medical unit policies, such as operating instructions (OIs) or standard procedures (SOPs)	33

TABLE B3  
HEALTH SERVICE ADMINISTRATORS  
(N=3)

TASKS	PERCENT MEMBERS PERFORMING
D0204 Review incoming or outgoing correspondence	100
B0079 Advise subordinates on policies, directives, or procedures	100
A0044 Implement directives from higher headquarters	67
B0090 Counsel personnel on personal or military-related matters	67
D0165 Compile unit histories	67
A0005 Approve or disapprove work assignments or priorities	67
C0145 Evaluate inspection report findings	67
B0121 Establish work methods or procedures	33
D0190 Notify personnel of appointments	33
A0007 Conduct health services assessment	33
B0123 Evaluate personnel for promotion, demotion, reclassification, or special need	33
E0228 Direct or implement training programs	33
A0062 Review directives, manuals, or other unit publications	33

TABLE B4  
 LOGISTICS/INSPECTION OIC CLUSTER  
 (N=13)

TASKS	PERCENT MEMBERS PERFORMING
C0137 Conduct self-inspection	92
A0062 Review directives, manuals, or other unit publications	85
C0145 Evaluate inspection report findings	77
A0036 Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	69
B0123 Evaluate personnel for promotion, demotion, reclassification, or special needs	63
A0007 Conduct health services assessment	62
C0151 Evaluate replies to inspection reports	62
D0178 Develop or update checklists	62
C0158 Review inspection reports or procedures	54
A0006 Assess training requirements for medical personnel	54
B0085 Brief personnel on administrative procedures	54
I0523 Implement self-inspection programs	46
D0181 Document unit self assessment results	46
B0106 Direct operations of medical supply activities	38
D0183 Establish suspense systems	31

TABLE B5  
SELF INSPECTION MONITOR  
(N=13)

TASKS	PERCENT MEMBERS PERFORMING
C0145 Evaluate inspection report findings	100
C0137 Conduct self-inspection	100
C0151 Evaluate replies to inspection reports	88
A0007 Conduct health services assessment	75
A0062 Review directives, manuals, or other unit publications	75
I0523 Implement self-inspection programs	63
C0158 Review inspection reports or procedures	63
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	63
B0123 Evaluate personnel for promotion, demotion, reclassification or special awards	63
B0133 Write recommendations for awards, decorations, and recognition programs	63
A0036 Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOP)	63
D0178 Develop or update checklists	50
D0181 Document unit self assessment results	50
B0079 Advise subordinates on policies, directives, or procedures	50
B0085 Brief personnel on administrative procedures	50
B0117 Draft or write job or position descriptions	38
A0006 Assess training requirements for medical personnel	25

TABLE B6  
MEDICAL SUPPLY OFFICER  
(N=4)

TASKS	PERCENT MEMBERS PERFORMING
B0106 Direct operations of medical supply activities	100
D0185 Inventory equipment, tools, or supplies	100
K0652 Maintain levels of supplies	100
K0605 Conduct supply inventory	100
K0601 Compile supplies and equipment request	75
K0659 Prioritize supplies and equipment request	75
C0147 Evaluate maintenance or use of equipment, supplies, or workspace	75
D0198 Prepare requisitions for office equipment or supplies	75
B0113 Direct requisitions of office supplies or equipment	75
C0149 Evaluate procedures for storage, inventory, or inspection of property items	50
K0685 Track purchased items	75
K0651 Maintain levels of equipment	75
K0602 Conduct equipment inventory	75
K0686 Verify correct storage of hazards material	50
K0594 Act as liaison between base supply and work centers	50

TABLE B7  
MEDICAL READINESS OFFICER  
(N=7)

TASKS	PERCENT MEMBERS PERFORMING
J0562 Compile or prepare unit exercise reports	100
B0104 Direct operations of medical readiness activities	86
J0592 Track compliance rate of medical readiness training	86
J0591 Schedule personnel for medical readiness, deployment, or disaster preparedness team training	86
J0588 Review recall rosters	71
J0560 Brief mobility members on duties and responsibilities	71
J0563 Conduct continuing medical readiness training (CMRT)	71
J0590 Review unit exercise reports	71
J0559 Brief assigned personnel on disaster preparedness and wartime missions	71
J0571 Develop medical readiness training	57
J0558 Assign personnel to deployment positions	57
J0575 Evaluate readiness, deployment, or disaster preparedness' teams training	57
J0566 Coordinate exercises or exercise planning with affected base or civilian agencies	57
J0579 Maintain or update medical readiness plans	43
J0561 Compile or prepare Status of Resources and Training System (SORTS) reports	43

TABLE B8  
STAFF OFFICER CLUSTER  
N=97

TASKS	PERCENT MEMBERS PERFORMING
B0079 Advise subordinates on policies, directives, or procedures	91
B0133 Write recommendations for awards, decorations, and recognition programs	90
B0085 Brief personnel on administrative procedures	84
A0053 Plan general meetings, such as staff meetings, briefings, or conferences	81
B0086 Brief personnel on work priorities	80
B0087 Conduct feedback counseling sessions	80
B0080 Approve or disapprove duty schedules	75
C0145 Evaluate inspection report findings	70
E0237 Prepare lesson plans or lectures	69
J0590 Review unit exercise reports	69
B0120 Establish performance standards for subordinates	66
B0083 Assign personnel to duty sections	65
B0124 Evaluate work schedules	63
B0105 Direct operations of medical squadron administrative activities	57
C0146 Evaluate job or position descriptions	56
E0215 Conduct on-the-job training (OJT)	53

TABLE B9  
PATIENT ADMINISTRATION OFFICER  
(N=4)

TASKS	PERCENT MEMBERS PERFORMING
B0083 Assign personnel to duty sections	100
B0086 Brief personnel on work priorities	100
B0124 Evaluate work schedules	100
B0108 Direct operations of outpatient records activities	100
B0079 Advise subordinates on policies, directives, or procedures	100
B0085 Brief personnel on administrative procedures	100
B0080 Approve or disapprove duty schedules	100
A0036 Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	75
D0202 Review file plans	75
A0062 Review directives, manuals, or other unit publications	75
B0123 Evaluate personnel for promotion, demotion, reclassification, or special awards	75
B0109 Direct operations of patient administration activities	75
A0005 Approve or disapprove work assignments or priorities	75
B0120 Establish performance standards for subordinates	50
B0105 Direct operations of medical squadron administrative activities	50

TABLE B10  
SUPPORT PERSONNEL OFFICER  
(N=4)

TASKS	PERCENT MEMBERS PERFORMING
B0133 Write recommendations for awards, decorations, and recognition programs	100
D0172 Coordinate commanders' calls with commanders or other agencies	100
D0181 Document unit self assessment results	100
A0026 Develop organizational or functional charts	100
D0196 Prepare letters of appointment	100
D0178 Develop or update checklists	100
A0054 Plan itineraries of medical staff visits	100
B0105 Direct operations of medical squadron administrative activities	67
A0073 Schedule or conduct medical facilities tours	67
C0146 Evaluate job or position descriptions	67

TABLE B11

SAFETY OFFICER  
(N=4)

TASKS	PERCENT MEMBERS PERFORMING
C0136 Conduct security inspections	100
C0137 Conduct self-inspection	100
J0564 Conduct unit security training	100
C0152 Evaluate security programs	100
A0048 Implement security programs	100
A0034 Draft or write unit security plans, programs or policies	100
J0558 Assign personnel to deployment positions	75
E0233 Evaluate safety programs	75
B0122 Evaluate personnel for compliance with performance standards	75
J0559 Brief assigned personnel on disaster preparedness and wartime missions	75
C0135 Conduct safety inspections	75
C0145 Evaluate inspection report findings	75
K0603 Conduct fire, safety or security inspections	75
K0625 Develop fire, safety or security protection plans	75
A0049 Implement suggestion programs	50

TABLE B12  
HEALTH SERVICE TRAINING AND PERSONNEL MANAGER  
(N=83)

TASKS	PERCENT MEMBERS PERFORMING
B0085 Brief personnel on administrative procedures	84
B0090 Counsel personnel on personal or military-related matters	77
E0236 Participate in training conferences or briefings	71
A0042 Implement changes in training requirements	71
A0058 Propose new training programs	71
B0083 Assign personnel to duty locations	64
E0215 Conduct on-the-job training (OJT)	54
E0231 Evaluate effectiveness of training programs	53
E0234 Evaluate training methods or techniques	53
E0228 Direct or implement training programs	51
E0219 Conduct training conferences or briefings	47
E0235 Maintain training records, charts, graphs, or files	45

TABLE B13  
AEROMED EVACUATION PERSONNEL CLUSTER  
(N=47)

TASKS	PERCENT MEMBERS PERFORMING
F0254 Direct patient loading or unloading	91
B0094 Direct operations of aeromedical evacuation activities	85
F0257 Identify aircraft configurations	85
F0279 Position vehicles for offloading patients or equipment	85
F0303 Update mission loads and times	85
F0247 Brief medical crew directors or other attendants at on-load or off-load points	83
F0262 Maintain control center status boards	83
F0255 File air evacuation mission documents	83
F0283 Prepare aircraft for aeromedical evacuation flights	83
F0281 Prepare air evacuation mission records	83
B0079 Advise subordinates on policies, directives, or procedures	77
F0251 Coordinate airlift requirements with appropriate agencies	74
F0258 Identify changes or problems affecting patient transfers	74
F0249 Confirm destinations of air evacuation patients	72
F0274 Perform flight-following functions	70

TABLE B14  
AEROMED EVACUATION PLANS OFFICER  
(N=4)

TASKS	PERCENT MEMBERS PERFORMING
B0079 Advise subordinates on policies, directives, or procedures	100
F0262 Maintain control center status boards	100
B0131 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	75
F0264 Maintain staging flight status boards	75
B0122 Evaluate personnel for compliance with performance standards	75
D0178 Develop or update checklists	75
J0590 Review unit exercise reports	75
B0080 Approve or disapprove duty schedules	75
F0251 Coordinate airlift requirements with appropriate agencies	75
J0562 Compile or prepare unit exercise reports	75
F0275 Perform joint training on Theater Aeromedical Evacuation System (TAES)	50
E0238 Procure training aids, space, equipment, or devices	50
F0248 Conduct operational plans	50
J0587 Review operation plans	50
C0158 Review inspection reports or procedures	50

TABLE B15  
MISSION SUPPORT OFFICER  
(N=24)

TASKS	PERCENT MEMBERS PERFORMING
F0283 Prepare aircraft for aeromedical evacuation flights	96
F0261 Load or unload baggage or equipment	92
F0258 Identify changes or problems affecting patient transfers	88
F0303 Update mission loads and times	88
F0281 Prepare air evacuation mission records	88
F0271 Order meals for air evacuation patients and attendants	88
F0252 Coordinate operational plans	79
F0267 Notify passenger service of seat release information	79
F0274 Perform flight-following functions	79
F0297 Set up aircrew transportation and quarters for RON aircraft	79
F0294 Schedule transportation for air evacuation patients from MTF to flightline	79
F0248 Conduct operational plans	75
F0285 Prepare mission planning schedules patients and attendants	75
F0246 Brief departing air evacuation patients	67
J0567 Deploy deployment teams and equipment	58

TABLE B16  
DEPLOYMENT MANAGER  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
J0567 Deploy deployment teams and equipment	100
J0565 Coordinate deployment teams and equipment with appropriate agencies	100
J0591 Schedule personnel for medical readiness, deployment, or disaster preparedness team training	80
J0560 Brief mobility members on duties and responsibilities	80
J0573 Direct operation and disruption of Geneva Convention cards	80
J0572 Direct maintenance of initiation of medal identification tags	80
J0588 Review recall rosters	80
J0558 Assign personnel to deployment positions	80
F0279 Position vehicles for offloading patients or equipment	80
J0562 Compile or prepare unit exercise reports	80
F0262 Maintain control center status boards	80
F0303 Update mission loads and times	80
F0266 Notify fire department or air terminal of air evacuation aircraft arrival or departure times	80
J0590 Review unit exercise reports	60
F0280 Prepare "24-hour" reports	60

TABLE B17  
AEROMED EVACUATION OPS OFFICER  
(N=10)

TASKS	PERCENT MEMBERS PERFORMING
F0257 Identify aircraft configurations	100
F0254 Direct patient loading or unloading	90
F0247 Brief medical crew directors or other attendants at on-load or off-load points	90
F0303 Update mission loads and times	90
F0255 File air evacuation mission documents	80
F0281 Prepare air evacuation mission records	80
F0262 Maintain control center status boards	70
F0273 Perform crew alert procedures for remaining overnight (RON) aircraft	70
F0258 Identify changes or problems affecting patient transfers	60
F0267 Notify passenger service of seat release information	60
A0023 Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	50
F0251 Coordinate airlift requirements with appropriate agencies	40
F0294 Schedule transportation for air evacuation patients from MTF to flightline	40
F0250 Contact fuels management for aircraft refueling	30
F0277 Perform quality control checks on ongoing or completed mission documents	30

TABLE B18  
INFORMATION MANAGERS  
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
I0499 Compile hardware and software needs	100
I0498 Change computer systems configurations	100
I0556 Troubleshoot software problems	100
I0554 Troubleshoot hardware problems, other than printers	100
I0542 Remove or replace computer systems components or accessories	100
I0496 Allocate computer hardware	100
I0546 Restore software	100
I0504 Develop backup recovery procedures for computer systems	100
I0555 Troubleshoot printer problems	100
I0539 Perform software loads	100
I0520 Evaluate hardware or software requests	100
I0503 Create specialized computer generated reports	80
I0524 Initiate requests for hardware or software	80
I0527 Install computer systems	80
I0530 Load computer system software releases or updates	80

TABLE B19  
ASSISTANT, AEROMEDICAL EVAC OFFICERS  
(N=3)

TASKS	PERCENT MEMBERS PERFORMING
F0251 Coordinate airlift requirements with appropriate agencies	100
F0249 Confirm destinations of air evacuation patients	100
F0272 Perform antihijacking procedures for outgoing air evacuation patients and attendants	67
F0258 Identify changes or problems affecting patient transfers	33
F0257 Identify aircraft configurations	33
F0246 Brief departing air evacuation patients	33
F0280 Prepare "24-hour" reports	33
F0250 Contact fuels management for aircraft refueling	33
F0278 Place patient valuables in secure areas	33
F0264 Maintain staging flight status boards	33
F0303 Update mission loads and times	33
F0270 Obtain flight surgeon or Flight Clinic Coordinator approval for air evacuations	33
E0225 Determine unit training requirements, such as OJT or resident course training requirements	33
E0227 Develop plans of instruction (POIs)	33
F0269 Notify transient alert of aircraft arrival times and possible aircraft maintenance needs	33